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A BOORUM & PEASE PRODUCT

8/21/43 SATURDAY:

Got up about 7:00 and put on my golf togs. Dave Sanford arrived about 8:00 - he drove his car over to the Homestead and I made arrangements for us to play golf. It was a cloudy morning - there was a heavy dew last night so it was plenty wet but Dave & I did let that bother us any. We played the Homestead nine and had the course entirely to ourselves. Dave is a fairly good player. It was my first game of golf for the season and although I did a lot of dubbing I enjoyed it a lot. Dave & I got back to the house about 10:30. Mary had gone down town - Rose was here with Larry Arton. I took a shower, dressed and then rode down town with Dave. He had to go to the bank - then we drove around to the plant - to the back platform where I had made arrangements for Dave to pick up about 200 lbs. of parts to take to Poughkeepsie. They were already so it only took us a few minutes. Dave & I stopped in the office where we got the material I had Ray get together for Dave. Some books Dave wanted for his fall program. Dave & I came back to the house about 12:30.

Mary had lunch for us - ham & eggs - and after that round of golf they sure tasted good. Dave left for Poughkeepsie right after lunch & I returned to the office. I was all by myself - did some work on Prec. Mfgrs. part II. Clem stopped by and was on his way to Rochester with the family for a weeks vacation on the Great Lakes. I went out to the car & bid good-by to Fannie & the children. Roland was all thrilled about having won the trophy for under water swimming at the IBM Country Club. Clem said he was off to show his wife and family somemore of this Yankee Country. I stopped down town about 3:30 to Stickleys to get some enlarging paper. Came home about 4:00 picked up Mary and the children excluding Larry Arter - they rode over to Binghamton with me. I stopped around to Tuthills & got the Lens for my Leica - Russ had called this morning & told me it had come back. I waited in the car with Larry while Mary & the girls did some shopping. ~~Went~~ Stopped over the Bridge to get some American gas so we came home by the way of Vestal & stopped at Joe's for some ice cream cones. When I got home I put the hose & sprinkler out

again to sprinkle the new lawn. We had had it on most of the afternoon. I was greatly surprised to find that only air came out and that the well apparently was dry. I had planned to print pictures to-night but had to change my plans for that requires lots of water to wash the prints. We have been having a very dry spell. Spent most of the evening working on my double turn table unit. Changed the main switch & put in a new pilot light. Read the paper — Head Lines — "KISKA TAKEN FROM JAPS" — the war news sure looks encouraging. To-bed 10:15.

8/22/43 SUNDAY:

Got up at 7:30 — worked here in my study for awhile before breakfast at about 9:00. After breakfast I picked some beans in the garden also some tomatos. Got the beans & sweet corn ready for dinner. Sally Kirk came down to play with Barbara this morning. I took some pictures of she & Babs on the back porch. About 11:00 Mother V called from N.J. to tell us she had just received a wire from Johnny saying he would be home Monday and asking that we be advised. Of course we all think he is going to be sent over seas & that

this is his last furlough before leaving. He didn't say how long he would be home so Mother is going to let us know when he arrives to-morrow. If he is only going to be home a few days we plan to drive down — the problem is — what to do with Larry Alton. I drove down town about 12:00 to get some root-beer extract — took Babs, Sally & Mary Lou with me — oh yes! Also Schultz. Mary had a swell roast beef dinner for us. Helped her with the dishes. Took a nap from 2:00 to 4:00 — then got dressed up and Mary & I took the three kids for a walk up to call on the Austins. I took some pictures of Larry & the girls. We found the Austins home & had a nice visit. Met Mrs. Austin, her two sisters & the two Austin children Bob & Cythia. Bud showed us his garden — their place looked real nice. Came home about 6:00. I did some work here in my study. After some supper about 6:45 I sat up my equipment & printed pictures until 10:00. Mary helped me some. I wanted the pictures in case we go to N.J. this week. Read the paper & got a snack to eat which is my usual bed time habit. To-bed 11:00.

8/23/43 MONDAY:

Got up at 7:00, drove down to the plant at 8:00 - stopped at Pisani & left a suit to be pressed. Mary called about 9:30 stating Johnny had called from Wolters & said he would be home only until Wednesday morning. Therefore we decided to go down to-morrow & return Wed. Van was going over to Binghamton about 10:00 so I rode along & got my permit from the Rationing Board to use my A coupons for the trip to New Jersey. Had a busy day getting things lined up to leave to-morrow. Had lunch at the cafeteria with Ray Jarvis. After lunch I had quite a talk with Duke Davis - he left Sat. morning at 10:30 to help one of the Customer Engineers who had broke his ankle & didn't say anything to Ray or myself. Duke hasn't been paying enough attention to his job. Took my car over to Smith's Garage at noon to be washed & greased. It warmed up to-day & was very warm this afternoon. Had a lot of work for Valla this afternoon - I have been using her as my secretary this past week while Mrs. Riordan is on vacation. At about 4:00 Ray Jarvis went home with a very bad sore throat. At 5:00 there was a General Foremen's

Meeting. Kirk presided – he had Mr. Barton present a couple certificates of merit to employees who had won them. Then Kirk took over and gave the boys a sound talking to on the matter of eliminating form follery or horse play in the plant. It seems there has been some accidents of late due to fooling around on the job. At 6:10 I walked over to Smith's Garage and got my car. Stopped around to Pisanni's for my suit. After dinner I drove back to the office with Orton's car. Spent a busy evening laying out work for Mrs. Riordan & Kaufman to-morrow and Wednesday while Jim gone – they both return to-morrow from their vacation. Came home at about 9:15 – stopped at Mac Almons and left some occupational coders for Mac's use. Got things lined up to leave for N. J. to-morrow morning. To-bed 10:30.

8/24/43 TUESDAY:

Got up about 6:45 – helped Mary get things loaded in the Buick to leave for N. J. Rose came about 7:45 to stay with Larry. We left about 7:10 – it was a very dull hazy morning – even

rained a little as we were leaving. It cleared up some by the time we reached Scranton. Drove slowly - never over 45 mi./hr. Stopped in the old Esso Station below Wyo. Pocono for gas and a rest for the kids. Got down home about 11:20 so we made fairly good time. Johnny happened to be out at the barn as we pulled in. Both Babs & Mary Lou were thrilled to see him. I took some movies of Johnny kidding them. Called Dad & Betty to let them know we were down. Had lunch about 12:30. After lunch I took some more movies & also still of Johnny & the girls. About 2:30 Mary & the children rode down to Dad's with me. We took Johnny along & dropped him off at the barber shop in Lebanon to get his hair cut. Had a nice visit with Dad & Betty - took a couple pictures of Dad. Got some suetcon & eggs for Mother. Stopped in Lebanon for Johnny on the way back. Mary had some shopping to do - I took the kids into Creasy's for some candy - Johnny was there & took them over to see Creasy in the Post Office. While we were talking to Bill Creasy - Valetta

Christy & sister Voltzlen came in with her little girl. I had never seen her before. After we got back to Mother - Babe & Mary Lou took a nap. Mary & I walked over to see Winnie she had broken her toe. She showed us their new freezing unit - we sat on her porch & talked awhile. Mother had a swell chicken dinner for us to-night. Jack & Eleanor ate with us. It sure was a swell meal. About 8:00 I drove down & got Betty - called Dad at Califon - he had gone to the bank meeting - to tell him our plans had changed & to stop in at Van Derbeck for Betty on his way home. Kay came up with Nancy Ann & also brought Anna & Jim. Mr. Ramsey stopped over so we had quite a party. I showed all the movies I had taken this summer as well as some of the ones I had taken last fall of Johnny when he was home last. They all seemed to enjoy the pictures. Mary let Babe & Mary Lou stay up to see them with Nancy Ann. After some of the gang left Eleanor invited us over to her frozen for some ice cream. Dad stopped in about 9:45 & had quite a visit. Bill & Emma had also stopped in - Dad

& Bill seemed to have a lot of home problems to discuss. After Bill & Emma and Dad & Betty left the rest of us stayed around & talked until 12:00 - Then Mother, Mary & I left with Johnny for Trenton. We drove him down there to get a train for Pittsburgh. Johnny wouldn't tell us much about what he was going to be doing - but since he left his dress hat & uniform home it looked very much as though he was scheduled for overseas duty - At least that is what we all thought. Got to Trenton about 1:00 - the train was scheduled for 1:40 so we waited with Jack. Went across the street to a little restaurant & all had sandwiches & coffee. The train was on time - we all said final farewells to Johnny & waited until the train pulled out of the station. It was packed & most of them were service men. There were about 35 soldiers that got on the train with Johnny. I let Mary drive most of the way home. Got back about 2:45 - went right to bed.

8/26/43 WEDNESDAY:

Got up about 9:15 - had breakfast with Mary & the children - Elsie came over to talk with us. She is quite concerned about

Jack Warner having to go into the Army. He told us that he is to go in October. After breakfast I took Mary Lou & Babe with me down to see Dad & Betty. Dad was up in the hay field so I drove up to see him with the Ford truck - Mary Lou & Babe went with me. I took some movies of Dad on the tractor raking hay. He also took a shot of me driving the tractor. I drove it down to the barn & he brought the gas back in the truck. Dad sold me 10 gals. of gas out of the farm tank - a little black market. I also got a dozen ears of sweet corn. Bid Dad & Betty good-by & drove back to Foster V's. Mary was all packed to leave so we loaded up & left for Endicott about 11:20. It was a beautiful day - warm but bright - a little hot riding. Drove up thru Paradise Valley - stopped at Henryville for some refreshments. Stopped again at Kingsley at the old stand-by. Ann was still there & recognized me as one of the old gang that used to stop each week-end. Got ice cream cones for the kids. Got back here about 4:30. The painters were still painting the house. After I unpacked the car I had Mary fix the hair up a little & I finished up the movie film

I had in the camera by taking some movies of them with Larry. Went down to the Office about 4:40. Gus Campbell & Hugh Smith had already arrived and Mac had taken them over to the Bundy Bldg. I went over just before 5:00 for the Job Relations training session. It was our first session & the group was general foremen from both shifts - 10 in all. Bert Ventura & Cy McElwain sat in on the session. I introduced the program - Gus said a few words & then Mac took over. He did a fairly good job - not as good as usual however. The session was over about 6:40. Mac was going to sit in on Donna Moser's session from 7:30 to 9:30 so I left & drove down to the Hotel for the Lion's Club meeting. We had a man talk on Horology or watch making his subject being "What Makes it Tick". It was quite interesting. Drove back to the Office at 8:20. Worked until after 9:30. Found Mary asleep on the couch when I got home & a note in the door that Mrs. Whitmyer had called but apparently couldn't knock loud enough to wake her up. Mary told me something which really surprised me - she said she went down to the Mail box & there saw

my Weston Mfer laying in the center of the road. I then recalled I had left it on the back of the car when I took the movies of the birds. Fortunately it was not damaged. Read the prayer & to-bed at 11:00.

8/26/43 THURSDAY:

Boo up at 7:00 - it was a beautiful day. Drove Aton's car down to the Office at 8:00. Had a busy morning. About 11:00 I strolled over to see Mr. Hoffman & Steve Kami said Mr. Kirk wanted to see me. I found he was quite disturbed that I had sent a copy of the letter which I had prepared for his signature, on the contributions made by the Training Within Industry program in our training work, to Sam Morse. He said the letter was OK but he didn't want to have any part in the political scene of T.W.I. I told Charlie that Morse had given me the story that he Kirk had indicated that I should prepare a letter for him. Charlie told me I should get the letter back again so I said OK I would. While I was waiting to see Kirk I was surprised to see Dick Watson come out of his office. I learned later that Dick had talked to the girls school

to-day. Had lunch this noon at the cafeteria with Kaufman & Davis. Spent some time this afternoon with Kaufman going over Chapter IX & Sec. VI Part II. About 2:00 I drove over to Binghamton to the T.W.I. Office - Ham was out of town but Hugh Smith was there. Had a nice chat with Hugh on T.R.T. He told me both Max & Dora had made out well with their T.R.T. sessions. I got the letter from Hugh that Kirk wanted me to get. It worked out swell. I simply told Hugh that I hadn't gotten a chance to talk the matter over with Kirk & that I wanted to make sure the letter was in accordance to his wishes. Hugh didn't question it at all. Stopped at Walker's Toy Store for model house - but they didn't have any. When I got back to Endicott I drove on over to Watts to get the material Glenn had on the Junior Chamber of Commerce, but Wedge wasn't home. Had a call this afternoon from Ed Hanlin also John Barton about a cabinet that had been build in the wood shop for the sound equipment & had been sitting around for nearly two years. It had been built for the school - I got Ralph Allen & we went over to see it - it was just what Ralph wanted so he is going to use it. Went in to see Kirk & told him

I had gotten the letter & asked him what he was going to do about writing a letter. He said he would think it over & that he hadn't promised Sam Mose that he would write one. Came home at 6:00 — after dinner I drove back to the Office — stopped over to Mrs. Watts & got the material on the Jr. Chamber & Commerce — it was a big box of stuff. Got back to the Office about 7:15 — went over to the Bundy Bldg. at 7:30 & sat in on Jona Moses' J.R.T. session. Mac & Hugh Smith were there too. Jona did fairly well, but not as good as Mac. I left the session about 9:15 & came back to the Office. Called Paul Mannis about the Jr. Chamber & Commerce material & we are going over it to-morrow. Came home about 10:00. Read the paper — to-bed 10:45.

8/27/43 FRIDAY:

Got up about 7:15 & about 7:45 Dwayne arrived by taxi from the station — returning from his trip to a conference at Swannanoa in North Carolina. He stopped in to see Fanny — however Fanny didn't seem to be much concerned about seeing him. I helped Dwayne load up some of the things to take with him, said he had a swell trip. Had

breakfast & about 8:20 Dwayne stopped by for me. He had gone over to the Homestead for breakfast. I rode over to his home with him & helped him unload some of the things. It was a very rainy morning. Dwayne was quite disturbed about not being able to locate his white cats. They were all missing. It was raining hard when we got to the Office & rained all day - boy - we sure needed the rain! Took the J.C.C. material in to the Office with me this morning. Had Paul Manning come over to the Office & go over it with me to familiar myself with it. Had Mrs. R. bring the secretarial notes up to-date. This noon I spent some time with Dwayne on several matters. Had lunch at the Cafeteria. Tried to contact Bud Austin to sit in on our induction session at 2:15 however I left it too late as he was out to lunch. Dwayne had asked to have some pictures taken of the session so I had Charlie Pond come over to the Board Room & take several pictures of the session. The meeting went off very well - I felt in the grave again. Had a group of about 30 new employees. - I forgot this morning I had a call from Mr. Earnshaw

J Morken I understand about the story on our foreman training program - he made an appointment to call at my office next wednesday morning. Had some trouble with Duke Davis again to-day. Ray just can't get along with Duke at all & I believe it is mostly Duke. In fact I don't think he has the right attitude at all. Got a ride home with Dwayne at 6:00 - it was still raining. Mary had called asking Dwayne to have dinner with us but he had to go up to the Homestead. He stopped in to see Larry for a few minutes. - I forgot - Ralph Allen asked me to come over to his control room about 5:00 - he had my telefleet amplifier apart & had fixed it. Had a nice chat with Ralph. After dinner to-night I went over some of my old negatives & put them in order. Am trying to build up an index for them. Mary & I also spent some time going over the tax report that we must file by Sept. 15. Had quite a time figuring out just how the salary worked out - it was increased last Feb. 17th. Dwayne stopped in about 9:00 - Larry was still awake so he went in to see him. We gabbed up a lot & Larry thinks that Dwayne took with him. Read the paper to-bed 11:15.

8/28/43 SATURDAY:

Got up about 7:15 — The Astons arrived about 7:45. Dwayne had gone over to Binghamton & got Edna and the girls who had arrived on the early train from N.Y.C. Mary had Larry up & in the play pen. He didn't seem at all interested in seeing his mother. Larry had pulled his one more trick this morning, — doing a job right in the crib — and just after Mary had put him on his special can. Boy — it was lucky for him his name was Dick or I would have turned his bottom! I told Dwayne about it & he said I should have turned it anyway. Edna helped Mary feed Larry & Dwayne and I took the crib apart and loaded it in his car. Then he took Jean and Nancy on over to his home. I had some breakfast by myself and left for the office about 8:30. It sure was a madhouse at home with all the activity. Had a busy morning — called Duke in about 10:30 and took him in Vans Office when I had it out with him — told Duke his work went satisfactory & explained my reasons what we expected of him. It seem he don't

have the right attitude & if he don't change & improve his efforts it will have to get rid of him. Dick indicated he liked his job & would give serious consideration to the advice I gave him. Had lunch at the cafeteria. It was a beautiful bright day. Paul Maurice stopped in my office this noon - had a long chat with him - discussed the Jr. C. of C. mainly. Frank LeBeau stayed while this afternoon & I went over some of the material he had prepared on Pres. Hoover. Part II. Frank left about 2:30 & I came home about 3:30. It seemed quite different about the home with Fay gone. Ralph Allen had sent my amplifier over to the school this morning so I brought it home with me & as soon as I changed my clothes I hooked it up to the large speaker by installing the microphone connector that Ralph had given me. Called Dwayne & arranged to go over to the Homestead at 7:00 with he & Edna to the Dinner Dance. It was a real nice party we sat at the table with the Peters - After the dinner they changed the dining room into a dance hall. I had Mrs. Foster get Mrs. Hoffman for me, & Mary and I talked to her a few minutes. She looks a lot like her father, Angi Hoffman.

The Homestead was sure full of activity what with the group of 95 System house girls & about the same number of Customer Engineers. Dwayne & Edna wanted to leave about 10:00 as Dwayne had to get ready to leave for Chicago on the late train. Therefore he arranged to stop back for us about 10:00 on his way to the train. After they left Mary called Hazel at our home & found that Mary Lou was crying and said she was sick. I asked Earl Hoge to drive Mary & I home. We found that Mary Lou must have had quite a session, for Hazel said that Martha next door had heard her & had come over. Called Dwayne at the Chicago plant & offered to drive him to the station. He stopped by about 11:10 & I rode over to the Kewaunee Station with him. Said he was going to be away for a week & I had a lot of questions to cover with him on the Fall Catalog. I spent the time to good advantage discussing many subjects with him. In fact we sat in the car until nearly 12:00 and talked business. Dwayne promised to write a statement to be placed in our Catalog & send it to me. Drove the Chevy home - Dwayne wants Mary to have it so she & Edna can go shopping to-gether. To-bed 12:15.

8/29/43 SUNDAY:

About 8:00 Mary Lou & Barbara crawled in bed with Mary & I so I gave up trying to sleep late & got up about 8:30. Worked all morning here in my study - brought a lot of work home with me. It was a happy & lovely day. After dinner I read the paper & then returned to my study & to work. Mary surprised me by having a swell T-bone steak & fried potatoes for supper about 6:30. I took a few colored pictures of flowers in the back yard this afternoon - used the close-up attachment. Finished up a film Charlie Cheney had put in my Kodak & mailed it to the plant. After dinner or rather supper I backed the car out & took off the Victory sign to have Cliff paint it. Schultz had been gone all day so we all got in the car & started a search for him - found him with his boy friend down on Kale Ave. Got Shultz in the car & then drove over to see our lot. The bushes had grown up on it this summer - but it still looks good to me. Worked here in my study this evening & listened to the radio. Read over the material on Pres. Myers. Letter from Fred L. Bacon had written. To-bed 11:00.

8/30/43 MONDAY:

Got up at 6:45 - drove Orton's chevy down to the plant at 7:45. At 9:00 I attended an opening of a Customer School. Bill Davidson presided in the absence of Orton & Clemmons. Bill Higgins spoke for Mr. Fish and both Van & I spoke briefly. Then following the Customer opening Van had an opening of a new class of 40 Customer Engineers. Bill Higgins spoke again for the Factory and I told the boys something about our Factory School Program. Mike Supa stopped in the office & I discussed the Practical Psychology course with him. I'm trying to line Mike up to teach it. Received the proofs of the introductory pages of Per. Mgrs. Part I from Siegfried this morning. I called Larry this afternoon & discussed this subject with him. I'm planning to go to Syracuse next Mon. Tuesday. Ray & I spent some time this morning on the Factory School Catalog - had lunch together at the cafeteria. After lunch I sent Ray over to Anderson Press to get an estimate on the catalog. This morning I received the rough copy of the Poughkeepsie catalog from Dave. Called Dave this morning on this subject. Went over to see Paul Kennedy about offset printing Dave's catalog after lunch. He recommended

that we have it to letter set at Anderson Press along with the other catalog. Therefore I drove over to Binghamton & met Ray at Anderson Press. We went over the whole set-up with Mr. He seemed to agree that he could do both jobs & would get estimates for me this afternoon. Got back to the Office about 3:00. Ray & I went over some more material for the catalog. About 4:30 Paul Mancini stopped in the Office with the Junior Chamber of Commerce dignitaries who are here for the meeting to-night — Paul introduced me to Bruce Palmer, Pres. of the U.S. Jr. Chamber, Douglas Linneman, V. Pres. of the U.S. Jr. Chamber and Albert Rill Pres of the N.Y. State Jr. Chamber. Had a nice chat with the boys and told them a little about our training program. At 6:15 I walked over to the cafeteria with Bobby Crawford & Paul Mancini to the Jr. Chamber of Commerce dinner meeting honoring the visiting National executive. The Foreman & General Foremen were invited as well as all the service clubs & the Senior Chamber of Commerce. There were about 300 present. I sat at the speakers table next to Howard Wicker. F.C. Knapp spoke for E.T. Corp. & Charlie Kirk spoke for IBM. Jim Alloway served as Master of Ceremonies & introduced all speakers. The guest

Linemen Fill & Palmer all talked and made excellent speeches. Palmer was about 2/3 the way thru his when a black out was signaled – he had to finish with a flash light. After he finished Charlie Fick intertained the group by playing the Piano & Clay Vickerstaff led in group singing. We had a half hour or more of this – black-out ended about 10:00. I saw Ben Moser at the dinner & arranged to meet him to-morrow at the Office to discuss the fall Factory School Program. Came home about 10:15 – poor Mary was home alone during the black-out – had to go out and get Melvilly again to-night, he didn't come home. Clem & his family stopped in this evening – just returning from their vacation on Lake Ontario. Told of a collision of their boat with another in a fog. I called Clem & welcomed him home officially. Read the papers & to-bed at 11:30

8/31/43 Tuesday:

Got up at 7:00. Called James at the IBM Barn first thing this morning about sending a carpenter up to fix our coal bin. We had 10 tons of coal put in it & the sides are bulging to the breaking point. At 8:00 I drove over to

Anderson Press in Binghamton and left the copy for Dave's Factory School Catalog for Plant #4 Drove Orton's car so Ray & Edna could use my car. Clem was back on the job after a weeks vacation. Had a talk with him on the matter of the 4 page insert to go in the front of Pers. Mgmt. Part I. Clem & I have to make the decision on some of these things as Orton is out of town most of the time. Ben Moses stopped in about 10:30 - Ray & I spent the rest of the morning talking over our factory school program with him. I was anxious to get Ben's ideas & advice on several new ones. I believe he will be able to help us some. Had lunch at the cafeteria. Received the statement from Orton today for the Factory School Catalog. Clem & I trimmed it down some. Orton sure gets off some flowery statement. Bob Austin sent over two men from the Ford Instrument Co. to talk with me on training this afternoon. Had a nice chat with them. Hoppes stopped in & took them up to see the Country Club. At 6:00 Paul Mancini, Don Pratt & Tobby Crawford stopped over to my office. They rode up to Binghamton with me to attend the Jr. Chamber of Commerce Meeting at the Arlington

Hotel. They had a nice meeting - Timmerman & Palmer talked and gave better talks than the ones they gave at our meeting last night I thought. It was a terribly warm evening - meeting was over about 9:30. Had to drive Tobby back to the IBM Parking Lot - got home about 10:15. Read the paper - had a big story about the train Wreck on the D & H at Wayland last night - 27 killed - Walter Crotsley was on the train but wasn't hurt badly.

SEPTEMBER 1943

9/1/43 WEDNESDAY:

A very hot day but clear. Got up at 7:00 - Drove my car to the office at 8:00 & left Orion chevy for Mary to use. She & Edna were planning to go to town to-day. Arranged to send the 850 copies of our Pres. Mgrs. Book we have in stock out to tunnel in Poughkeepsie to be reboud for Syracuse Univ. Press. Also wrote Siegfried giving him my approval on the 4 page insert. About 9:30 Mr. Earnshaw of Modern Industry Magazine called to discuss our Foremen Training Conference. I spent the rest of the morning with him. He seemed quite interested & indicated he would like to prepare a story on our program. Clem stopped in & I introduced him. He helped me show Mr. Earnshaw thru the school & had us in his office for awhile explained the Custom & System Service to him. About 12:15 I drove Mr. Earnshaw over to the station in Binghamton to get a train for Scranton. I asked him to have lunch with me but he didn't have time. I stopped around to Anderson Press & got the Galley Proof on Davis Factory School Catalog. Also stopped at Walker's toy store & got birthday presents for Bob & Mary Lou. On my way back to the plant I stopped at the home.

Mary was just leaving with Babs to pick up Ellen & Lanny & the rest of the kids to go to the movie. Had lunch at the cafeteria. Ray & I read the Galley Proofs this afternoon & worked some on on catalog. About 4:15 I drove over to the High School to see Ben Moser. Had a nice chat with him on the possibility of his conducting a course in our Factory School Program called "Public Affairs". Ben seems quite interested in it. About 5:30 I drove home to change my shirt it has been terribly warm to-day. Got back to the Office about 6:15 - told Ray I would be back after Lion's Club to go over some of the catalog with him. Drove down to the Hotel Frederick. Francis Kline had a surprise for us boys to-night, he put on a Clam bake or clam dinner for us. Boy, it sure was good! All the clams you could eat then a chicken dinner with corn on the cob. I left at 7:25 & came back to the Office. Ray & I spent a couple of hours working on the new Factory School Catalog. Left the school about 9:40 - stopped for some ice cream. Read the papers & to-bed about 11:00. Babs started to school to-day - in 1st. Grade this year.

9/2/43 THURSDAY:

Another very warm day — Mary Lou's 3rd. birthday. Got up at 7:00 — drove down to the plant at 8:15. Drove on down town & got my hair cut. Got back to the Office about 9:15. Spent some time this morning on the Prec. Mfgr. material. I received notification this morning that the rate increases I had put in had been approved & put into effect as of 8/28/43. I told Mrs. Reardon about hers & also Don Sweet — gave them a little pep talk. Had Mac Almon announce the one for his secretary & Ray Jarvis announce those to Jeanette, Valla & Josydenie. Had lunch at the cafeteria with Ray. After lunch I drove over to Vestal to see Mrs. Roberts about teaching Home Economics and Interior Decorating. Had a nice talk with her & found she is much interested in teaching either or both subjects. On my way back to the Office I stopped at the little Hobby Shop on Main St. & bought a couple of kits for model houses to use on Babe train platform. This afternoon I had another talk with Frank LeBaron — he is nearly finished with the chapter he has been working on & still wants to go back to the Planning Dept. — so I plan to

transfer him next week. Had a long discussion with Clem on the matter I replying to some of the misc. requests we have for our lesson material. He suggests sending copies of all letters to the Sales Manager at the nearest sales office. Ray worked on the catalog most all day. About 4:30 Mary stopped in the office with Babs & Mary Lou - I was sure surprised to see them - they were so cute. Mary stopped in to get a package for Mrs. Orton. Drove home about 5:30. Shaved & dressed for the graduation - Clem stopped by & picked Mary & I up about 6:45. He had Lawrie & Edna with him - drove on to the Homestead. It was the graduation for 23 Customer Engineers & a real nice party. Had over 300 there. Van acted as chairman of the banquet — some very good speeches from Geo. Metz, Armstrong & Gilman, but the guest speak, Dr. Brown of Cortland State Teachers College was not so good. Geo. talked for Lou Turney & gave a very nice talk. He also presented the diplomas with Van. Army was very good as usual. After the graduation we sat around & talked also had some ice cream with the Austins, Armstrongs, Clemmons, Mrs. Kirk & Mrs. Orton. Clemmons brought us home about 12:30. To-bed 12:20.

9/3/43 FRIDAY:

Got up at 7:00 & at 8:00 I drove over to the Anderson Press in Binz. to check the page proofs of Dave catalog. Got down to the Office about 9:45. Went out to see Sam Lentz about someone to exchange for Frank L Baron - evidently settle on anyone. At 9:45 I drove over to the High School & got the write-up from Ben Moser on our proposed course on "Public Affairs". The write-up sure sounds good. Then stopped around to see Haley Alderman about an instructor for Coronation. He recommended a Mr. Vincent Law at the airport, but wanted to talk with him first. Got back to the Office about 11:00. Had lunch with Cliff & Earl this noon. At 2:00 I went on the Chamberlain Season in the Band Room. Bob Austin & Miss Irvine stopped in to sit-in on the session. Boy - they sure loaded the edge off my talk! I just didn't feel the same with them there. Had Bond say a few words to the new employees. I had to leave just after the intermission - had a long visit. call - it was Larry Sifford at Syracuse - he is arranging for me to meet at Photographic in N.Y.C. next Thur. Elma Irvine stopped in the Office after the session - she seemed to think it was O.K. Ray & I talked to Ben about some of the new courses. About 4:15 I drove over

to Vestal to get the write-up from Mrs. Robert on Dalia Decorating & Home Economics. She had them ready for me. Came home at 5:50 - picked some plants for Mary before dinner. Mary had a swell track for me - boy it was good! Drove Artois car back to the Office at 7:00. Ray & I worked on the catalog to-night. Cliff & Frank were also working. Came home about 9:30. Read the paper & Life. To-bed 11:00.

9/4/43 SATURDAY:

Got up at 7:15 & at 8:15 drove down to the Office. Then about 8:40 I drove down to the Tri-City Airport to see Vernon Lowe about teaching a course in Aeronautics in an Factory School Program. He seemed much interested - I was only warmly impressed with him as an instructor. It was a very rainy morning - on the way back to the Office I stopped down town & got a basket of Alberta Peaches - $2.50 for ½ bu. They are very scarce this year. Stopped at Hansen's Lodge for some cartons. Back to Office about 10:15. It rained most of the morning. Had a very busy morning at the Office - got away again at 12:30.

Drove home in the rain. Had some lunch & then drove over to Afton with them chevy. Took Edna & the girls down to the Highway to get a bus for Binghamton. Also waited to meet the old Piano tunner who was due to arrive at 1:30. Brought him up to the home & helped him get started on our Baby Grand. Then drove over to Shorty Barrett's home in the Highlands — left the Chapter on Angles that Earl had just finished for him to check. Shorty is now General Foreman of Inspection and then one of our authorities on Precision Measurement. Drove Afton car on over to Smith's Garage & got it filled up with gas. Helped Mary & Rose put up the peaches in the cartons for the frozen food locker. We had 21 pint boxes of peaches and 3 of plums. It was more of a job than I had expected. We worked until about 5:00 to finish them. I took them right down to the locker, stopped around to Smith's Garage & had the Buick filled with gas. When I got home the Piano tunner was about finished so I drove him down to get the bus as it was raining some. Edna & the girls came home by taxi so I didn't have to meet them. After dinner this evening Mary canned some plums — I did some work on

the double turn table outfit. Fixed it so the little speaker could be plugged in & used at any time. Barbara & Mary Lou had some fun talking & singing songs thru the amplifier. They sure got a kick out of it. Put Barb & Mary Lou to bed about 8:00. Mary helped me make a batch of root beer (2 qts.) this evening. Dated some of my films - read the paper - to bed 11:30.

9/5/43 SUNDAY:

A warm, hazy, rainy day. Got up at 8:15. Worked here in my study most of the morning on Pers. Mgmt. After breakfast I picked some beans, peppers & tomatoes in my Victory Garden. Barb helped me cut some weeds out of the new lawn. About 11:30 Mary decided she would like to go over to see Mrs. Carpenter in Johnson City & find out whether she could come & stay with the children while Mary went to Poughkeepsie with me next Wed. We found where she lived very easily - she was just getting up for the day - asked her to ride home with us - while she got ready I took Barb & Mary Lou for a walk & we played with the neighbors big St Bernard dog "Pal". Mrs. Carpenter looked well - had dinner with us - she is to

same cheerful person as always. Had a lot of fun kidding her. Clem & Marion stopped in while we were eating dinner. Clem had a bird of paradise with me & told me briefly what my job would be as a member of the speakers committee for the Third War Bond Drive. Said my first talk would be Tuesday night at St. Joseph's Church for Father Billy. I told him I would do it - & that I was so busy one more thing just wouldn't make much difference. Had quite a chat with Clem as usual after he & Marion were ready to leave about 3:30 so I drove them home - Barbara rode along to play with Marion. Clem had me stop in - then he started playing some new records & before I knew it I had stayed an hour. Worked some more here in my study & at 5:30 I drove Mrs. Carpenter home to Johnson City, Mary & the girls rode along. Had a very busy evening here in my study - a lot of work for the office and then I also wrote my speech for next Tuesday night - just roughed it out to dictate to Mrs. P. tomorrow. Mary went to bed about 10:45 - & I turned in at 11:30.

Speakers Committee :- Clemmons - Bill Higgins, Bud Austin, Orlo Breeze & F. H. Welsh, Jr.

9/6/43 MONDAY (LABOR DAY)

Got up at 7:00 at 8:00 drove over - picked up Clem & drove down to the Office. Had a very busy Labor Day. Ray & I spent some time with Clem this morning going over some of our Factory School Catalog. Ray & I spent most of the day on it. Also spent some time with Ray & Earl on the correction which must be made in Prec. Mfrs. Part I before it is reprinted. Had lunch at the Cafeteria. This afternoon I had Mr. R. type the note for my talk to-morrow night. Clem gave me some more ideas for it. Called Frank Dittrich about the recording on the Third War Loan Dance. Clem & Pearl rode home with me at 5:45. We stopped round to the Lyric Theatre & got the record - Clem stopped in to hear it when I got home - we were both disappointed to find it was just music instead of a guy talk on the Drive. After supper I had some reading in the News Weekly that Clem left for me to get some ammunition for my talk. About 8:00 I drove over to see Edna - took over some things she had left here - I had been trying to convince Mary to have

Mary Lou with Edna & Barbara with Lenny and go with me to Poughkeepsie & N.Y.C. on Wed. & Thurs. but she won't do it. Edna insisted that I have her do it but I believe its better for her to do as she thinks best. Plan to meet Mr. Alton in the morning. It has been a very warm day & it is terribly hot this evening — just no breeze & awfully warm. It seemed to be cooler down stairs so I worked down there all evening. Clem stopped in about 9:00 for his magazine. Mary canned tomatoes all evening. To bed 11:15.

9/7/43 TUESDAY:

Hot and rainy this morning. Got up at 7:00 — drove over & picked up Clem at 8:00 & took him to the office with me — drove Alton's chevy. About 8:30 I drove on over to Binghamton to meet Dwayne who was scheduled to arrive on the 8:40 train from Buffalo. The train was 15 min. late & Alton wasn't on it. He had gotten off at Vestal. Mr. Reardon called & had me paged at the station. I called back & found Dwayne was at the school. Drove back to the school and turned over the keys to the chevy to Dwayne. He bedded me about

missing him at the station. Told Dwayne about my plans on going to Poughkeepsie & N.Y.C. He decided to go with me on Sunday to meet Joyce at Poughkeepsie or lining up Part I of Pres. Mess. for printing. Had Don work to-day on the corrections to be made. About 10:30 Dwayne drove home - I rode up to our home with him so I could get my car. On the way back with the Buick I stopped at Smith's Garage & asked Smitty about the clutch which is acting up again. He advised me to have Myers a man at the Sooony Sta. in Huron look at it. I drove over & told Myers the whole story. He drove the car around the block - said the motor was terribly rough & that I should not have had the air carburetor dismounted - also he said a little graphite on the clutch would take care of it. Then stopped over to the Sooony Sta at the end of North St. to have a estimate made on repairing the fender that is dented but the man wasn't there. So back to the Office about 11:30. Had lunch at the cafeteria. Dwayne didn't like the words - "PREPARED BY" on the cover for Pres. Mess. Part I so I called Dean Spencer at Syracuse to see whether the change could be made. He had to check with the printer. At 2:00 we had a meeting in Astons office on the new Factory

School Catalog. Clem, Ray & I presented the thing to Dwayne & it was a most interesting session. Dwayne approved all the new courses. I asked him to teach the new course "Speech for Executives". He seemed reluctant to do so - 1st. because he is out & down so much & 2nd. he thought Kirk might get the idea he was trying to display his speaking ability which he might object to. Dwayne said he would want me to ask Kirk for his permission to ask him (Orton) about teaching the course. I don't think much of that idea - I didn't tell Orton but I think that would be putting my neck out. Dwayne gave us some very good ideas on the section on IBM Educational Opportunities. He is using our catalog to try out some of his theories & plans for the Dept. of Education. Had some fun with Dwayne on the section he wrote & sent us from Chicago - Clem & I had changed it some & he didn't like it. Worked some on my speech for to-night. Went down to see Work District this noon & got some ideas from him. He has a nice set up for the Third War Loan Drive in the Chamber of Commerce building. At 5:00 I went over to see Cy McElwain but he was tied up in a conference. Came home

about 5:45. After dinner I practiced my speech here in my study. About 7:40 I drove over to the St. Joseph Church - met Father Billy. He took me over to the church house next door where he & Father Bill. introduced me to Father & we talked for about a half hour. Walked back over to the church about 8:30. I saw was disappointed in the crowd. There were only about 20 people present - they are the leaders in the organization the church is putting on among the Slovak people. Therefore I changed my talk entirely - gave about a 15 minute talk. Father Billy had to translate some of my remarks into Slovak for some of the people. It was interesting to hear him. - They had quite a session in Slovak after my talk. I left about 9:00 - had quite a chat with Father before I left. Home about 9:45. Brought home some candy & ice cream for Mary. Mary & I worked on our income tax form to-night - ran into a few snags on it. Read the paper - all about the terrible R.R. wreck on the Pennsylvania R.R. at Philadelphia. 50 killed last night. That's 3 R.R. wrecks in three days. Penn R.R. - N.Y. Central & L. & Indiana. To bed 11:30.

BABS FIRST FULL DAY AT SCHOOL & LUNCH AT SCHOOL

9/8/43 WEDNESDAY:

A bright cool day. Got up at 7:00. Did some work here in my study - drove down to the plant about 8:30. Stopped at the Ideal Garage to get the fender of the car fixed. Had the man drive me over to the school. About 9:30 I went over to see Cy McElwain about the Cemented Carbide course for the men in the shop. Cy had the copy for the Foreman's Guide and asked me to go over it with him. We spent about 1½ hours on it & condensed it considerably. I also asked Cy about my problem of replacing LeBaron and mentioned Ed Barber. Cy explained his place in a new project & proved it was impossible to get Ed. He did however make a good suggestion - he thought that Tom Davis would fill the bill & that he could be made available. I'm going to see Bill Lair about it. Had lunch at the cafeteria with Jarvis. Lost my badge this morning & Ray drove me out to the Ideal Garage where I found it in the car. Had lunch at the cafeteria. Called Mary this noon to tell her about the good news that had just come over the radio - "Italy Surrendered This Morning Unconditionally." Everyone was passing the news of it around this noon.

Mary told me I had received an Air Mail Letter this morning from the Jr. C. of C. - I had her open & read it - it was from Bruce Palmer asking me to be on a committee for Executive Training for the Jr. Chamber. Borrowed Faye's car & drove home for the letter about 3:00. Tried to see Paul Harris to learn more about it - went over to the factory to see Paul & finally got him on the phone. He didn't know just what the job would be. General Foremen's meeting with all members of the War Advisory Board at 5:00. Barton and Fred Loose announced the details of the campaign for the Third War Loan Drive. Barton gave his usual long rambling talk - told about his illness & that the foremen should use their guts as he has had to do. What with many women present it was rude! In fact I don't know how he gets away with it! Dwayne commented on it too after the meeting. Bud Austin, Bill Lewis & Bert Kentner all spoke briefly. At 6:00 I got a ride out to the Idea Garage with Dwayne to get my car. He had to pick up Edna first over town. I showed Dwayne the letter I received from Palmer & he said by all means accept it - he indicated that he thought it would be Mr. Watson's wishes that

I do so. Drove the car back to the school — found Ray all "a-tither" — Duke had let him down on getting the projector equipment for his Eff. Speaking date to-night. Duke visited me at 6:50 saying he was sorry he had forgotten it. Boy was Ray angry! I don't blame him much — it looks like we have to get rid of Duke — for we have given him every chance & still he keeps passing up things that should be done. Had Don stay to-night to get some material ready for me to take to N.Y. At 6:45 drove over to the E.T. Dinner for the kick-off dinner of the Third War Loan Drive — sorry I had to miss the Lions Club Meeting for Bud Austin had arranged to have the Chinese Man who was at the IBM School talk to the boys. The kick-off dinner was a big success — Worth Dietrick had it all timed right down to the very minute — started at 6:59 & ended at 9:12 on the dot. All the committee chairmen were held to 3 & 2 minute talks by stop watches & a gong. Dwayne introduced the main speaker Mr. Kerdeyn who is a world traveler & lecturer. Dwayne did his usual excellent job & Kerdeyn was really good. I enjoyed it very much & got a lot of ammunition to use in my pep talks

from now on concerning the dance. After the meeting I rushed back to the school & picked up the material I had to take to N.Y.C. Then drove home. Called Dwayne & arranged to pick him up at 10:30. Mary & I finished up the income tax statement. It came out that we still have to pay $5.80 which we both thought was wrong. Didn't have time to double check. Mary rode over with me to get Dwayne - looked at some movies. Stopped at our home on the way back & Dwayne called the station to hold our reservation. I called Ray from the station to tell him that I had spoken to Orton about Duke and that we would take care of the situation when I get back. Dwayne & I had to wait for the Syracuse car. Got on the train about 12:00 and right to bed.

9/9/43 Thursday:

A beautiful bright cool day - had Porter call me at 7:00. Discovered first thing that I had lost one of my collar buttons - Porter had to turn my berth all apart to find it. Dwayne beat me dressed so he went on into the station to call his friend Carson who is at the New Yorker. I met him in the station & made reservation for

my return trip to-night. Took the tube over to 33rd. St. & walked over to the New Yorker. Met Jim Carson, Dwayne's friend from California in the lobby. Had our bags sent up to Jim's room — and then had breakfast in the coffee shop. Dwayne had a lot of running to do with Jim. They left early, Dwayne walked to the subway with Jim. I sent a telegram to Bruce Palmer "Accept Committee assignment — will try to merit your confidence". Then went up to Jim's room & wrote some diary. Dwayne called & said he had a room. Met him in the lobby about 9:40. We took a cab over to Pictorial — met Larry Leigfried at the entrance to the Building. I met Dudley Gilmette after having corresponded with him for over 3 years. He took us in their conference room where we went right to work. Dwayne & Larry had quite a discussion on the Cover Design — Borden Smith stopped in & I guess it was good he did for he smoothed the thing over. I went over all the corrections to be made in Part 2 of Peer. Mgzn. with Larry & Gilmette — we also discussed the paper situation — it is difficult to get paper now. Dwayne & I took a cab on over to 590 Madison. Met Geo. Hedemann & went out

to lunch with him. Bot back to 590 about 2:30. I went up to see Miss Mariabble Smith about our Art Appreciation course - she was greatly pleased to learn that some of our people had asked for such a course. She suggested we make it a series of lecture demonstrations & gave it to all of our personnel. Mrs. Barrie of the Grand Central Art Museum stopped in & joined us in our discussion. Miss Smith was sure pepped up about the whole matter. Left World Headquarters about 4:00 - took a cab over to the ticket office on 47th st. & picked up my reservation. Before I left 590 I stopped in to see Bro. Carlson who is still in charge of the training program in the IBM Club at 590 - had an interesting talk with him. - Took a bus down to 32 nd. street & walked over to Macy's - stopped for an hour or more then walked over to the New Yorker where I got my bags. Took a cab up to Herald Square & checked the bags at a subway station. Then went to the Paramount Theater - saw Benny Goodman & his orchestra also Bot Hope in "Let's Face It." Had dinner about 9:00 at the Crossroads Cafe'. Went to another theater and saw Bing Crosby in "Dixie". About 11:00 took a cab to 23 rd. St. Ferry to Hoboken & got on the train about 12:00.

9/10/43 FRIDAY:

Got up about 6:50 - dressed but didn't shave - took a taxi out to the home about 7:15. Mary & the children were just getting up. Had some breakfast - took shower & shaved. Drove down to the Office about 8:30. Mary took me down as she wanted the car to take Schultz to the doctors. Had a busy morning. Johnson at Anderson Press called and said the Galleys were ready on our Factory School Catalog. Ray drove over & got them this noon. Ray & I had quite a session this morning with Ralph LaTourette about transferring Duke - he is going to see what he can do for us. Had lunch at the cafeteria. Ray & I read most of the galley proofs this afternoon. Went over to see Hank Janeson in Sam Lenox absence about Frank LeBaron's transfer. This was Frank's last day with us - had a short talk with him before he left this afternoon. Drove home at 5:30 - read the paper & after dinner got ready to go to the lecture to-night. At 7:00 I got a call from Dave Sanford - he said Dana Bibby was disturbed about the Executive Staff listed in the Factory School Catalog. Dana thought all the V. Presidents should have been listed. I told Dave why we included only Kirk & Dave agreed with me - I told him to explain it

to Bibby & have him call me if necessary. At 7:30 Mary & I drove over to Clemmons — Clem, Lonnie & Pearl rode down to the High School with us to hear Col. Carlos Romulo who is a Phillipino & was the last man off Bataan. He gave nearly a 2 hr. lecture — one of the best I have ever heard. He sure had an interesting story to tell. Stopped in Clemmons for a coke on our way home. Barbara was spending the night with Marion and was still awake at 10:15. Home about 10:45 & right to bed at 11:00.

9/11/43 SATURDAY:

Slept late this morning — got up about 8:30 — Mary took me down to the office at 9:30. We stopped around to Dr. Howard's and got Schultz. I got to the office about 9:45 — Mr. Philpin was to talk to the joint session of System Service & Customer Engineer Schools this morning at 10:00. Ray & I sat in on the session. Philpin was introduced by Mr. Kirk. He gave a short talk on the financial structure of our company. Had quite a talk with Mac Almon this morning on T.C.T. & also the matter of supervisory training in general. Had lunch at the cafeteria with Paul Kennedy this noon. Ray Jones & I decided this morning that we would

have to move up the starting date 1 wk on Fall Term one week - from Sept. 27 to Oct. 4. Stayed at the office until about 1:45 - then walked over to Smith's Garage to get my car - it wasn't finished so Smitty let me take his Dodge. Drove over to Encinitas for some ice cream & then drove home. Mary had things all set up for Barbara's birthday party. I got my camera loaded & all set - Dwayne brought Nancy over about 3:00 - I took quite a few still pictures & one whole film of movies of the party. She had one she ate. Lonnie came over with Marion & helped me some with the lights. About 4:30 I drove Smitty's car down to the garage & got my car. Dwayne, Edna & Jean stopped in for some ice cream & birthday cake on their way back from Big Bear. Had some sweet corn out of our garden for dinner to-night. Worked here in my study to-night dating some of my film slides. To-bed 11:00.

9/12/43 SUNDAY:

Got up about 7:50 - It was a very foggy morning. I had arranged to play golf with Sam Moore at 8:30 - Sam called and postponed it until 9:30 giving the fog a chance to clear. I got my bike out about 9:00 and

rode over to get Clem to play golf. He was still in bed - said he would play. Rolland rode his bike back with me & I brought Marion on my bike - she wanted to play with Barbara. Sam was here when I returned. We went over & got Clem - stopped by the Homestead to get Clem's clubs. We played on the lower course. It was a beautiful morning after the fog lifted & the course was crowded. We played the 2nd. 9 - Sam is a good player & Clem is about my speed. We played in at 11:30 & met Mary - but she couldn't join us on the course for she had no place to leave the children - the ~~playground~~ ground wasn't open. We played 3 more holes & left about 12:30. Had dinner about 1:00. Took a nap after dinner - got up about 4:00. Clem & Rolland stopped in about 5:00 - I got dressed up & about 5:45 we took a ride out by the I.B.M. farm. It was a beautiful day. Clem had invited us to the System Service School Picnic at the Gun Club - we got up there about 6:15 & found the whole gang already eating their picnic dinner. They made room for Mary, Babs, Mary Lou & myself - had a swell chicken dinner. The Aston, Clemon & Reiss were there as well as the girls. Did some group singing. Jim Carson, Dwayne's friend from California

was there. About 7:00 we all drove down to the Homestead where Charlie Kirk intertained on the piano. He played a few songs for the kids - Baby, Mary Lou, Marion, Sally & Nancy Acton all joined in. I had a nice chat with Jim Cammack & he was very nice, mixed both drinks, offered to give him some. Left about 8:00 - Lonnie, Marion & Rolland rode home with us. I spent the rest of the evening here in my study doing some work for the Office. To-bed 11:30.

9/13/43 MONDAY:

Got up at 7:00 - foggy & cold this morning - drove down to the Office at 8:00 - called Smithy & arranged to have him paint the white side-walls of my tires to-day. Drove the car up & left it - walked back to my Office. Went over some matters with Ray & at 9:00 I attended a customer school opening. Kirk was there & also Acton so I didn't have to give a talk. Wrote a letter to Kirk this morning asking his permission to distribute the Factory School Catalogs to each employee with the name & digit. No on each one. Also wrote him asking him to call a meeting of all Foremen & General Foremen to present to them the new catalog

and decide the new course in our Fall Term. I talked to Dwayne about it & got his approval - got the letter back from Kirk's Office this afternoon with his OK. Had lunch at the cafeteria. Ray drove over to Binghamton to get the page proofs of the Catalog this noon - he drove me over to Smith's garage - the car wasn't finished so I walked back to the Office. Called Dave Sanford - was glad to learn that Dave was able to sell Kirby on the idea of leaving the Executive staff in their Factory School Bulletin. Told Dave I would be down Wednesday. Dave is starting his Fall Term next week. Ray & I went over the page proof of our Bulletin this afternoon - had a few corrections to make. Showed it to Dwayne who made a few more alterations. At 4:30 I walked over to Smith's Garage - got my car & drove over to Kalen's Laundry where I was supposed to give a pep talk to the employees on the Third War Loan Drive. Found that there were only about a half dozen there & the girl in the Office said I should make it Wednesday. I called Clem when I got back & told him what I thought of his speaking assignments. I was sore for I was too busy to fool around with such things. Stopped over to see Charlie Kirk about asking Dwayne to teach

Speech Technique for Exercise - explained it was one I live with some I am previous judicial & that I wanted to announce it at the forum meeting. He said it was absolutely OK and also said he would try to be at the meeting on Friday. Charlie seemed to be in a good mood to-day. Stan Evans stopped in to see me this afternoon - wants some me to lead a forum group. Decided to-day to take my second week vacation next week. Spoke to Alton about it & got him OK. Drove home at 5:30. Mary went to the Zion Auxiliary Meeting to-night I stayed home with the girls - put them to-bed about 7:15. Spent the evening here in my study preparing the article on our Forum Conference for the Modern Industry Magazine. Mary came home about 10:00 To-bed about 10:45.

9/14/43 TUESDAY:

Got up at 7:00 - the valey was filled with fog this morning - it sure was pretty to look down on top of it - like being above the clouds. Called Eddie at the Buick Garage this morning to ask him about having the 2nd. carburator connected on the buick. He said they

were doing it with quite a few 1941 Buicks & said he would recommend using only one carburetor. Drove down to the plant at 8:00 – drove on over to the Union Garage & had one of the men drive me back to the Office. Left the car to have some graphite put on the clutch & to have the 2nd. carburetor connected. Dictated the material for the article on our Foremen Training Conference this morning. Also wrote over one of the Chapters on Pers. Mgmt. II with Jarvis & Kaufmann. At 12:00 I rode over to the Hotel Frederick with Clem & Mgr Almon to attend the Kiwanis Meeting. Mgr gave a talk on Job Relations Training in his usual energetic manner. It seemed to go over very well with all the boys so I guess I will have Mgr put it on for our Lions Club. At 1:30 Clem drove Mgr over to the plant & then drove me over to the Union Garage to get my car. I followed him back to Havens Corner – he got some meat for me to take home to Lonnie. The car sure worked different – much more pep & ran so smooth. The graphite seemed to have improved the clutch too. Mary was ready to go down to the band – stopped by & left the

meal at Clemon & I took Mary right down to the bank – got $150.00 transfered to our checking account to buy two $100.00 bonds for the Third War Loan Drive. Mary was in a rush for Mary Lou was home alone. One of the Customers – Mr. Wheeler of Cadillac Motor stopped in about 4:00 & talked for an hour with Ray & I about our training program. About 5:30 I called Mary to stop down to the Office – Ray had brought back from Anderson Press the balance of 4,000 Factory School Bulletin for Poughkeepsie & I had some other things to take down for Dave to-morrow. Barbara came in the Office to get me when Mary arrived. Saw Dwayne this afternoon & told him I had Dick's OK on his teaching the course "Speech Techniques for Executives". Ray & Duke helped me get the car loaded & I left for home about 6:00. Mary Lou has a bad cold & Mary don't know whether to take her to Poughkeepsie with me to-morrow or not. Helped Mary with the dishes to-night. Projected the movie film I had taken of Johnny & the kids at Motter Vs. It was the new kind of film I tried out & the pictures were terrible – I was very disappointed. Did some reading this ~~afternoon~~ evening – to-bed 11:00.

9/15/43 WEDNESDAY:

Another foggy morning. Got up at 7.00 - rushed around to get off for Poughkeepsie - Got Babs off to school at 7:45. About 8.15 Mary - Mary Lou & I were all set to leave - drove over to Clemmons & left Babs suitcase - she is going to stay with Marion to-night. Had a nice drive to Poughkeepsie - met Bob with the station wagon between Roscoe & Liberty - I signaled with my spot light so he stopped. Had a short chat with him - he had taken down a load of tools & parts 2:30 A.M. this morning & was just returning. There was too much for me to take in the Buick so they had sent the station wagon. Mary drove part of the way. We got in Poughkeepsie about 12:30 - found the Nelson House filled couldn't get a room so I put my name on the list - found Kirk was in town & was also looking for a room. Was surprised to find him here. Mary, Mary Lou & I had lunch in the Coffee Shop - after lunch I called Dave - met Danse Bibby in the lobby. Mary called Virginia Billy. Drove Mary over to see Mrs. Malone about staying with Mary Lou to-night - then drove around to Bibby's and left Mary & Mary Lou. Got down to the

plant about 1:30. Drove into the town office bldg. so I could unload the books for Dave. Spent the whole afternoon in Dave's office discussing the various training problems. Showed Dave & Wilbur the charts we use in our induction Session, & had them line up a number of similar charts they could use. Received a call from Dean Iyenga at Syracuse advising me on the matter of the Big Table. Wanted to see Bibby this afternoon but he was busy with Kirk. Called the Hotel & finally got a room. Dave & I left the plant about 5:30- drove up to the Bibby Home. I took a few pictures of the children. Virginia wanted to take Martha her little girl to a doctor so I drove her over to the doctors office. Then took Dave home & left Mary Lou & Mary at Sanford - Stopped back to the doctor office & got Virginia & her girl and drove them home. Then stopped down to the Hotel to check in. Changed my shirt & cleaned up a bit - rushed back to Sanford for dinner. Dave had a swell steak dinner for us. Mary put Mary Lou to bed on Davie's bed. We had planned to stop over to the Mitchells but they were't home so we stayed at Sanford & spent the evening talking. Brought the family back to the Hotel about 11:00. Mary Lou behaved very well - seemed to like the idea of some night life. Showered & to-bed 11:45.

9/16/43 THURSDAY:

Got up at 7:00 – left Mary & Mary Lou sleep late in the Hotel. Had breakfast in the Coffee Shop – got car out of garage – met Dave & followed him down to the plant. Dave had an Induction Session this morning for 20 new employees. I helped him by giving a talk to the new employees on the history of the IBM & our contributions to the War Effort. Used some of the charts I brought down from Endicott. I sat in on Dave's session until about 11:00. Then Dave & I took a walk thru the tower building – I called Bibby's Office & found that he & Dick were up to Hart's. Dave & I drove up to the upper ~~building~~ building – I called Ray Jain & found that the Factory School Bulletin for Endicott would-n't be ready until to-morrow. Therefore I didn't have to hurry back to-day for the Foreman's meeting. Stopped by Bibby's Office – saw Charlie Kirk – he asked me rather sarcastically – if I was traveling again – I told him it had been two months since I was down last & that I had really meant to get down more often but I had been too busy. Charlie didn't say anything in answer – Dave was on the phone so I asked Charlie whether he would be with Dave

the rest of the day & he indicated he would — so I told him I would send Dave a report on the few matters I wanted to take up with him. Charlie just shook his head OK. Boy they sure have changed things around a lot at the plant. They are stepping up the production on the 30 cal. Carbine — real activity. Phil, Erick showed us then the Firing Range — it was very interesting. Mary called at 11:00 from the Hotel — arranged to meet her at 12:15. Dave & I took a ride over to see the IBM Golf Course which is in the making. Dave drove me all the way to the end of the course over the work road that had been made across the fields. They have done quite a lot of work, but still have a long way to go. Also drove in to see the Picnic Grounds — not much now but it has very definite possibilities. Got my car & drove up to the Hotel at 12:15. Met Mary & Mary Lou — went down to the Coffee Shop for lunch & then decided to ~~not~~ go down to Talbots for a sea food dinner so I drove down to Talbots. Came back to the Hotel & checked out — drove out to Daly's service station for gas & couldn't get any. Stopped back to Swartz to look for an overcoat & hat for myself. Couldn't find just what

I wanted in a coat but I did buy a Stanbury 'Stetson' — the first Stanbury I had ever owned. Mary liked it so I like it. It looked very rainy when we left Poughkeepsie about 2:30. We started down the West side of the river to Highland — stopped at a couple of places for apples but wasn't satisfied with them & decided to turn back & drive over to Jerry Hardi apple orchard which we did. I managed to talk 5 gal. of Esso Extra out of a kid at a Service Station — high test gas is very scarce. Got 3 bushels of apples at the Hardi & had a brief but pleasant visit with Jerry & Betty. Ate bushel of No.1 McIntosh Apples @ $3.25 — two bushels of Windfalls at $1.20/bu. We had a nice trip back — even though it looked very rainy it didn't rain. Stopped at a number of places for high test gas & finally gave up & took low test. Stopped in Hancock for dinner about 6:30. Got home about 8:00 — drove on over to Clemmons — Clem & Lannie were at a graduation at the Homestead. We left a bu. of apples for Lannie & got 3 bu. It was Barbara's Birthday to-day. Mary called her home to-night got Jack Masten — told him we would be down this weekend. Mary don't want to stay with Masten for a whole week so I don't know just what I'll do on my vacation next week. To-bed 11:00

9/17/43 FRIDAY:

Got up at 7:00 — took Clem down to the school with me at 8:00. Had a very busy morning — lot of mail to answer. Prepared a report to Bibby on my visit to Plant #4. Had a short chat with Orton about 10:00. Dwayne was leaving this afternoon for Toronto to attend a school graduation at our Canadian Plant. Dwayne insisted that I take my full weeks vacation next week, even offered to take Barbara while we were gone. Miss Smith called from New York this morning about the Art Appreciation course — she is still all peppped up about it & has big plans in the making. The only thing — I'm afraid of is she has too high hopes. Had lunch at the cafeteria with Ray. Bought two $100.00 bonds at the cafeteria this noon. After lunch I drove Ray over to Anderson Press to get the first copy of our Factory School Bulletin. Went over it as soon as I got back & got lined up for our Foremen's Meeting at 5:00. Put on the Education Series Out 2:00 Power Supply. Ray went over & got the first 250 Bulletins for the meeting at 5:00 — Johnson called about 3:30 & said the first one was off the press. As soon as Ray got back I took the first Bulletin over to show Charlie Kirk. He thumbed thru it just once and looked at about 3 pages

– I told him what our plans were for the dinner meeting, and asked him whether he would be able to be there. Charlie said he couldn't make it but that it was OK and I should go ahead with it. As soon as I got back to my office I called Bill Levin & told him my situation & asked him to open the meeting. He agreed to do it & stopped over about 5 min. To 5:00 to get a little information about the meeting. Bill & John Kapton stopped in – I gave them each a Bulletin & told them briefly what our plans were. Bill wanted to know what he should say so I gave him a few ideas – had some fun kidding about the nice things he could say about the Factory School Program. Bill, John, Bert Kintner, Ray Javin & I marched in & sat on the platform. Bill introduced the meeting & did say some nice things about our educational program. He presented me and I spent about ½ hour going over the points and procedure of our program. Ray had placed a Yale U. Bulletin on each chair so every one had one. Gave the group a little pep talk about assisting Javin & myself in our job of enrolling the employees in the

fall term. Also said a few words about the 17 new courses - gave a little boost to the new course "Speech for Executive" and explained Mr. Orton would be the instructor and that the class would be limited to 25. Was surprised & most pleased to find 2 enrollment cards in immediately after the meeting. I kept the meeting to just ½ hour - Bill closed it & asked for a standing vote of thanks from the group to Ray & me for the fine job we had done on the New Factory School Program. I thought that was swell of Bill & both Ray and I certainly appreciated it. Charlie Wade & Paul Mancini stopped in the Office after the meeting & left enrollment cards for the course "Speech for Executive". Realizing the 25 would probably be well surpassed I made out my enrollment card right away. Ray & I agreed that the meeting was a big success. Got things set to leave for a week vacation - drove home about 6:00 After dinner I put the VICTORY SIGN that Cliff had repainted for me back on the car - Say it sure got cool this evening! Drove down to see Charlie Cleary at his home about 7:30 to arrange to get some photoflood bulbs to take to N.J. with me. His brother Ray was there -

had some fun kidding with Ray & Charlie - Charlie got out his microscope & we viewed samples of both Panatomic X & Supergrain Supreme film to see which was the finer grain. Panatomic X had been developed in D.K.20 & Supergrain Supreme in Agfa Finix. We found that the Supergrain was slightly finer grain. Bot things packed up some to leave To-morrow for N.Y. It was so old in the house Mary & I decided to go to-bed about 10:00 o'clock. Mary even took a hot-water bottle to-bed with her.

9/18/43 SATURDAY:

Got up about 7:45 and sure had me busy morning getting packed to leave for our 2 one week vacation. I had to help Mary with the dishes & and beds as Rose couldn't come. Her mother called & said she didn't feel well. Finally got all the love ~~and~~ packed to-gether about ~~2:00~~ 10:15 - drove down to the Rotogl Station & got the car filled with gas. Stopped at the Frozen Food Locker & let Mary out - then drove around to the school. Found several matters I had To take care of - one was that of seeing Bill Winslow about an interest for Ray Jones. Had To go over to see Bill - called Mary & she walk

back to the car. We took some meat from the locker car for Mother. Got some photoflood bulbs that Charlie had left at the Office. Left for N.J. about 11:10 — stopped the other side of Binghamton at Vinni's Diner for some lunch. Took Schultz in with us on a lead. He entertained us by setting on the floor. Boy we sure had a car full what with the dog and all the baggage. It was a beautiful day — just as clear as a bell. We ran into a terrible stretch of tar just below Kingsley. One way traffic for about 3 miles & rubber 6 miles of fresh tar. It was the worst I had ever encountered. Boy the car sure was a mess when we got thru it. Took a picture of the high R.R. Bridge at Nicholson. Got down to Mother V's about 4:30 — Kay was here with her two children. I took a couple of pictures of all the children together. I drove on down to see Dad & Betty and hoped to see Mr. Hummel — He had been there but had left about an hour before. Betty was away and Dad was home alone. I called Mr. Hummel & arranged with him to take color pictures to-night in his home. He checked on getting some photo-flood reflector — I called Mrs. Wyckoff at Clinton and arrange to borrow reflector — Mr. Hummel

called back & said he was able to get a couple - I drove up to Clinton & picked up a couple of #2 reflectors at Wyckoffs. Had dinner here at Mothers - Kay stayed for dinner - Eleanor & Jack ate with us so it was quite a party. Jack has had his first physical for the Army & goes to Newark next Wed. for his final. We feel sure he's in the Army now. Will probably be leaving in a few weeks. Helped Mother with the dishes. About 7:45 Kay & Eleanor left with me for Hammels, stopped and got Dad and Betty. Had a busy evening at Hammels taking color slides - Mrs. Hummel & Joe Riley his son-in-law helped me with the lights. We took about 20 pictures in all - had a lot of fun as well as some real work. I made a duplicate of each set-up for my own files. Mrs. Hummel showed us the upstairs part of their home - it too is very beautiful. They sure have one lovely home. Showed a few color slides - but it was too late to show movies too - left for home about 12:00 - Home and to-bed about 12:45. Boy I do hope the pictures I took turn out OK - we sure went to enough trouble with lights to take them.

9/19/43 SUNDAY:

Got up about 8:45 - after breakfast I started taking the bar off the car - it was a mess. About 11:30 took the family excluding Schultz down to Betty & Dad's for dinner. Mr. Hummel called here at Morton Vs & told me I must have taken a part of the standard which he had borrowed from the photographer in Bernadotte & that the fellow wanted it - told him I probably had it & would get it back by 2:00. Winnie was down calling on Betty. She didn't have dinner near ready so Dad & I decided to drive to Bernadotte before eating. Dad put in 5 gals. of gas for me - drove right along - was back by 12:30. It was a beautiful day & we quite enjoyed the ride. Betty had a swell chicken dinner for us. This afternoon right after dinner I helped Dad some with the moon work - took some pictures of he & the children. About 3:15 we all drove down to Bryans for a visit. Took Schultz - had to keep he & Rex separated. Took a couple of pictures. Returned about 5:15 to Dad's - did some more work on removing bar from my car. Dad cut up a couple of linen bags to make clothes for me to use. Schultz had a lot of fun with all of Bettys cats. Betty had a nice supper

for us - waffles & chicken gravy. After supper drove the children up to Mother V's to put them to-bed. I sat up my movie equipment to show Dad & Betty some movies. Betty wanted to get Jean Sharp to see them - so I told her to drive up for her while Dad & I did the dishes. I washed them & Dad dried them. Betty couldn't get Jean - I showed Dad & Betty a lot of film. Called Mary about 9:00 & told her to stop down for me. Jean Sharp arrived about 9:10 with her little girl about Barbara's age. I showed them Betty's Wedding pictures and some other films. Jean thought they were swell. Mary came down for me about 9:30. Showed a few slides but the projector didn't work right. Got some ice cream at Sheridans on the way back. Mother, Mary & I had the ice cream - to-bed 11:15.

9/20/43 MONDAY:

Got up about 8:30 - a very dull hazy day. I was very much disappointed as I had planned to take pictures of Dad over at the Whitney Farm filing silo. After breakfast I drove down to Betty's - took Barb & Mary Lou with me. When we came back I stopped at Lebanon

and mailed a film. Took some movies of Babe & Mary Lou with Schultz this morning. About 11:15 I drove down to see Betty again & arranged to take some lunch over to Dad at The Whitney Farm. Stopped down to Sheridan Milk Bar - got 3 western egg sandwiches & 2 1/2 Pints of ice cream. Drove over to the farm & got there just at 12:30. Ate lunch with Dad, Pearl & Fred Bush. After lunch I took some movies of the men bringing in corn & filling silo. It was a very hazy day so I didn't take as many as I would have taken had it been clear. I also took a couple of color slides - changed films & put in a black & white film. Took some pictures of the painter & also all the men working at filling silo. It even sprinkled a little about 2:30 - kept it done about 3:00 - drove back by Montezuma ville for the ride. When I got back to Wolcott I learned that Mrs. Smith at John Ramsey's had died this morning. Mary & Wolcott had been over to see Mrs. Ramsey. Wolcott, Eleanor Mary & the children wanted to go down to see Anna & Ray so I drove them down. Stopped in Lebanon to mail a film. When I got back I washed the car & cleaned off some more of the tar - boy what a mess! This evening I sat up my movie projector &

showed Mother some movies. Kay came up & stayed to see the movies. Called Dad at the Clinton House about 9:30 & asked him to stop in on his way home - he was attending a meeting there. Got some money from Dad to spend to-morrow in N.Y.C. - couldn't use a check in the city. About 10:00 Jack Wapham rode down to Walt Myang's with me to get some ice cream - couldn't get it there so we went on down to Sheridans. Had ice-cream and pie - then talked until after 11:00 - To-bed 11:30.

9/21/43 TUESDAY:

A dull rainy day - got up about 7:30 - Mary & I left about 8:45 for N.Y.C. Drove down to Journal Square - Jersey City & took the tube over & up to 33rd street. Shopped Broadway & 5th Ave for an over coat. Finally bought one for $75 at Findlays at 46th St. & 5th Ave. A swell black - or oxford gray coat - had quite a time making up my mind whether to get a Chesterfield Coat or not. Finally compromised on a more sporty style. Had lunch at Childs - the food or something didn't agree with me for I developed a terrible head ache & finally about 2:30 when we were in

Drugs on 42nd. St. I was sick at my stomach. Felt better after that. Mary did some shopping too - got 2 pair of shoes pair of slacks etc. About 4:00 we went to the Strand Theater on Broadway and saw "Watch on the Rhine". It was a swell picture. Also saw & heard Abe Lyman and his orchestra - a good show. Got out of the show about 6:15 & walked down to 42nd. St & Broadway - had dinner at Toffenetti's. We got tickets this afternoon at Drug's Ticket Office for "Something for the Boys". After dinner we walked back up Broadway to 52nd. St. spent some time in an amusement place & penny arcade until the theater opened at 8:00. We were disappointed in Ethel Merman and "Something for the Boys" - it is a musical comedy and only fair. After the show we got a bus back to Journal Square - got a bite to eat at a restaurant before leaving with the car for home. Left Journal Square about 12:40 home about 1:30 - hardly any traffic on the way home. To-bed 1:40.

9/22/43 WEDNESDAY:

A cloudy day and warmer. Got up about 9:00. After breakfast I drove up to Clinton to get my hair cut. While I was in

Louie's Barber Shop there was an airraide alert - Louie had to leave his shop & take his post as an air-raide warden. Got some sugar for Mother & tried to buy a pair of sneakers for Babs but they don't have them anywhere. We couldn't get them in New York City yesterday either. We all went down to Kay's for dinner to-day. I drove the folks down. Also stopped back for Anna but she wanted to drive her own car up to Kays. Anna & Jim have an old 1930 Oldsmobile Sedan. I drove it back to Anna's with Eleanor to get something for Anna - it sure was surprising to me to see how much they have improved automobiles in the past 14 years. After dinner I took a nap in Bill Apgar's den - Barbara & I slept on the couch. Got up about 4:00 - Bill had returned - he had been picking apples. Drove back to Mother V's with the gang about 5:00. Eleanor was anxiously waiting to hear from Jack who had gone to Newark to-day for his final physical exam for the Army or Navy. He called about 6:00 & said he was getting a later train out of Newark & would be home about 8:00 - also said he had been accepted by the Navy. Eleanor was sure disappointed to hear that Jack was in the

Navy. ~~Walter~~ Mother had me & the sleds for supper that Mary & I brought down with us. Barbara helped me for awhile this evening assembling one of the model houses for her train platform. Dad called about 8:30 and asked me whether I would like to go to Allentown Fair to-morrow with him. Mary & I had planned to go down to Mac & Ida Mc Kain's to-morrow. After thinking it over I called Dad back & decided I would go with him. Jack & Eleanor came back about 9:00 & Jack told us about his experience of the day & how he landed in the Navy instead of the Army. He was quite disappointed as he wanted to get in the Army. About 10:00 Mary rode down to Sheridan Milk Bar with me & we got some ice cream. To-bed 11:00.

9/23/43 THURSDAY:

Got up about 7:20 – it was a very foggy morning. Dad arrived about 8:30 & we left for Allentown Fair. I drove Dad's Hudson as Mary wanted the Buick to drive down to Plainfield to-day. It cleared off and was a beautiful day. Dad & I arrived at the Fair about 10:00. I was surprised to find so much at the Fair – never saw so much stock & agricultural

exhibits. However there was practically no machinery on exhibition – but for a war-time fair it was more than I expected. Dad & I had dinner about 11:15 & went in the Grandstand about 12:30. Horse racing started at 1:00. Boy how the people did pile into the grounds about noon! There was a big crowd. The racing and vaudeville acts in front of the Grand-stand were all very good. I sure did enjoy the Fair – I believe it was the first time I had ever been at the Allentown Fair. Dad enjoyed it too. I took a few kodachrome slides of the Fair. Dad and I left for home about 3:30 – I stopped in Easton and tried to get a pair of sneakers for Barbara – went in 5 shoe stores and couldn't get any. Got home about 5:00. Mary & the children came back about 5:40. She had been down to Plainfield to see some of her old friends at the school where she used to teach. Mary & I took Jack & Eleanor out for the evening – we went to the Clinton House for dinner – then to Clinton Point Theater – saw "Stage Door Canteen". It was a good show. After the show we went down to Old Timbers for awhile – did some dancing. Norman Shurts came in & stopped to talk awhile –

he had been in California & Alaska – is now a 2nd Lieutenant in the 2nd Engineer Corp. of the army. Came home about 12:00. I set up my light & camera and took some color pictures of Jack and Eleanor in their home. Eleanor wanted some pictures of Jack before he leave for the Navy. To-bed 12:40.

9/24/43 FRIDAY:

Got up about 9:00 – after breakfast I drove down to say good-by to Dad & Betty. Bob & Mary Lou went with me. It was a nice bright day but cloudy part of the time. I took some color pictures of men filling silo also Dad on the tractor cutting corn. Also took a few of the kids with Betty's kitten. Returned to Mother's about 12:00 – stopped in Lebanon & got Mother a loaf of bread. Mother had a swell chicken dinner for us – Jack & Eleanor ate with us. Mother left right after dinner to go shopping with Kay. I got the car loaded up – Jack helped me some. Mary & I and the children left about 2:15 for Johnson City. Drove home by the way of Easton and the Wind Gap. Stopped in Easton – Mary bought a fitted bag which she had been looking for for months. She also found a

pair of sneaks for Barbara. Babs sure was thrilled - she had almost given up all hopes of finding a pair. It was a beautiful afternoon for our drive home. The leaves are beginning to turn slightly - just enough bright color among the green to make it really beautiful. Stopped in the Poconos for refreshments & in Scranton for some ice cream. From Scranton we came home by the way of Tunkhannock to miss the new Toll on the Lackawanna Trail. We stopped in Tunkhannock for dinner at "The Antiquarium" - it was a fairly nice place to eat. Stopped in Endicott to get some gasoline & got home about 8:30. After I got the car unloaded I called Ray Jarvis to ask him about the Factory School Program - found they had been held up some by Andrew Penn - got the last of the Bulletins on last night. Everything seemed to be going O.K. Mary helped me clean out the furnace & start a fire in it this evening. It sure felt good to have some heat in the place. It was only 45° in the house when we got back. I'm afraid we will have to keep the fire going from now on for the nights really get cool. Put things back in their proper place as much as possible - To-bed 11:30.

9/25/43 SATURDAY:

Got up about 7:30 - drove down to the office about 8:45 - it seemed good to be back at the job again. Had a lot of correspondence to take care of. I forgot I had to start the furnace when I got up this morning - the burner was ringing & something had caught so that the motor couldn't turn the mechanism over. I got it going but a little later it caught again & blew a fuse. I was surprised to find that Buckler & Spaw had arrived while I was away and was on the job. I went up to see Bruce & add my welcome but Ken wasn't in this morning. The enrollments are rolling in for Factory School we have 1750 already. Saw Dwayne for a few minutes & got a few matters settled with him - he told me I would have to go to Syracuse next Tuesday. Siegfried called later in the morning about the Pierson Monument Boob. Ray Jarvis gave me another pow wow on Dube so I had another talk with him. He wants a transfer - I told him I wouldn't recommend him for a transfer now on the basis of the job he had done - but that if he would buckle down & help me get the

new term under way I could probably do so. Came home for lunch at 12:20. After lunch Mary & I drove down town - took Scotty to Dr. Horaist for his record shot for distemper. Got a check cashed, shoe shined and some photographic materials. Then Mary dropped me off at the school. I had a film I had arranged with Charlie Cheney to develop so I took it over to the dark room to him. Met Bud Austin coming out of the plant & asked him to stop back after he had lunch. Did some work at the office - called Clem at his home - arranged a golf date for to-morrow with Bud. Bud stopped in & I covered the Duke situation with him - he agreed I had done what was right & asked me to have Duke see him Monday. Also asked Bud about setting up a new Induction Program & he agreed with me in the plan of having the new employees receive the whole Induction Session on their first day at the plant. He asked me to go ahead with having it up for him. Mary stopped by but I wasn't ready to leave - I came home with Bud about 4:00. Tried to get the stoker running & discovered it had burned a pin - not having a new one I called Kelly &

later called Scanlon who is sending a man up to-morrow to fix it. The ash return don't work but it looks fool cool so I let it run for awhile this evening to warm the place up. Spent the entire evening printing pictures - had some orders to fill from Louise Love, Emma - etc. Mary told me I was foolish spending so much time on pictures for other people & I believe she is right. I had a lot of new pictures to be printed & didn't get to any of them this evening except a few of Johny, Babe & Mary Lou. Mary retired about 11:30 & I worked on until 12:00 - To-bed 12:10.

9/26/43 SUNDAY:

Got up about 7:45 - a very foggy morning. Called Ray Jarvis about going out with Bruchen & I for some golf but he couldn't make it. After breakfast I helped Mary some - started a fire in the fire place. About 9:15 I drove down to the Frederick Hotel & got Bruce - drove out to the town club - Bruce rented a set of clubs & we played the first 9 hole of the town course. It was a beautiful morning but a little cool - not many playing golf this morning. Bruce

is not much better than me on a golf course. He got a 61 & I blew up on a couple holes & ended up with a 69. Returned to the house about 12:00 - Joe Scanlon was here working on the stoker - had it about finished - cleaned out the furnace and replaced a broken rod arm in the ash removing mechanism. Bruce had dinner with us - after dinner I drove him up to the Homestead as we both wanted to see Dwayne who was there. Took some pictures along the woods last night & gave them to Edna. Had a nice chat with Dwayne & got some dope on a few matters concerning the safety school program. Took some color movies of Dwayne Edna & Jean - Dexter as camera man & Bruce as director - we had some fun taking them. Got back to the home about 4:00 - Took a color slide of Barbara in her War outfit - changed films in my camera and then we all drove down to Endicott to the Bond Rally at the E. J. Parks. Bruce went with us - we located Lonnie, Bert & the Clemens kids and sat with them. Clem was helping his brother Lonnie with the Bond Rally. They auctioned off Bond Pledges & got as much as $1000 for each of

better or a pair of silk stockings – then being donated by various merchants. For entertainment they had a dare devil do some tricks on a 90 ft. high pole – his big stunt was that of hanging himself by tieing 50 ft and allowing his falling body to be stopped by a rope around his neck. The trick was the rope was elastic or connected to a rubber spring so he was stopped gradually. They also had about 30 cow boys & cow girls with horses do some riding stunts. Barbara sure went for that – we could hardly get her away from the place. Left about 5:30 – stopped by the Hotel while Bruce changed some clothes. He came back to the home with us – Clem picked him up here & they went to the Homestead for dinner this evening. After supper I helped Mary with the dishes – did some work here in my study this evening. Read on what Kaufman has written on Chap 11. of Pres. Mss. Part II. Mary & I changed bedroom with Barbara to-night – we are taking the guest room for the winter. I sure feel tired to-night I guess the golf this morning is sort of telling on me. To-bed 11:30.

9/27/43 MONDAY:

Got up at 7:00 – Mary & I took the first aster out for the season this morning along with the garbage. Drove down to the office at 8:15. At 9:00 I sat in on an opening of a Customer Relations school. Austin & Brown spoke. Clem was chairman. Van & I each said a few words. Had a very busy morning. Tried to contact Ed Link about an instructor for Aeronautics. Ed was out of town so I talked with a Mr. Emerson who is in charge of training at Link. Arranged to see him at 11:30. Stan Evans called this morning and asked me to have dinner with he & Mackey this noon. I arranged to meet him at 12:30. Drove up to Link at 11:30 – had a nice talk with Mr. Emerson – although he was a bit reluctant to do so he arranged to have me & his man Bill Kovick take the class in Aeronautics. I saw Baker & also Barney Barkley who used to be with IBM. Had a nice chat with Barney. Didn't meet Bill Kovick in as much as I had to rush to meet Stan & Mac at the Y.M.C.A. Had lunch with them at Pete's & discussed plans for our Training Program for Acting Foremen. Mac is very anxious to help us in any way possible. He gave me some

good idea. Stopped in home on my way back as Mary needed the car. I had received in the mail a file of correspondence from Doug Timmerman on the activity of the past year in the U.L. Junior Chamber for the Committee on which I am apparently National Chairman although there has been no official announcement of that being the case. My new overcoat Mary & I had purchased in N.Y.C. last week also arrived today. Mary & Mary Lou rode down to the office with me & then took the car. Had a busy afternoon. Clem stopped in to discuss the manner of having some ladies from the Endwell Church attend our course on Parental Psychology. Orton stopped by & we asked him about it & he gave it his O.K. Ray & I went over the list of courses this afternoon & the enrollment & decided which ones we would have to drop. We reached just over 2000 enrollments today. Saw Orton later this afternoon about a couple of weeks & he indicated we would have to go to Lake Placid next week on Wednesday. Called Levi about 5:00 & stopped over at 5:30 to see him - had to wait until after 6:00. Then rode home with Bill & talked Summer in the way - told him of my need for someone to help on writing lesson material & asked him

about getting Tom Davis. Bill indicated he would cooperate with us & suggested we try Tom on a temporary basis which is just what I wanted to do. He is sending Tom over to see me to-morrow morning. After dinner this evening I drove down to the Hotel Frederick to a Board Meeting of the Jr. OC 418 Paul Manci & the boys are under way when I got there. Had some plans for our next meeting. After we broke up about 9:00 I called Francis over from his home to see him about some matters. He had us send it to the press me about 2½ dozen ears. Got home about 9:30. Mary & I looked at a movie film which came back to-day - pictures I had taken of the men bringing in corn over on the Whitey farm last week. Also read some of the correspondence I received in the file from Tennessee to-day. Tried my new coat & hunting hat on and modeled it for Mary to-night. To-bed 11:30.

9/28/43 TUESDAY:

Got up at 7:00 - Barbara missed the school bus this morning so she rode down ~~with~~ with me at 8:00. Drove over to see Smitty about washing the car this morning but he couldn't do it. Spent most of the morning with Ray on matters of

evening the new term of Factory School - also got some material ready to take with me to Syracuse ~~this morning~~ this afternoon. Dwayne stopped by the Office when he came in - told me he didn't think he could go to Lake Placid next week & that I should go in his place. Tom Davis stopped in 11:15 just as I was about to leave for Syracuse - arranged to see him to-morrow morning about the new job. Called Mike Inga this morning & arranged with him to start the Practical Psychology classes on the 18th of Oct. We have about 125 enrollments to date. Left the Office at 11:15 - came home to get my driving jacket - washed the windshield on the car. Mary was taking her piano lesson. Left for Syracuse about 11:45. Drove moderately most of the way. Stopped in Cortland & had some lunch at a dinner. On to Larry's castle about 2:30 - was surprised to find I had left my suit coat at home so I had to wear my jacket. Had an interesting afternoon with Larry & covered a lot of ground. Called Dwayne about 4:00 & gave him some information or question & prayer required. Left the completed manuscript on Chaps 1 & Volume 2 Pers. Mgmt. with Larry to look over thoroughly.

Left about 5:10 for home - stopped down town Syracuse & got a present for Mary. Then stopped in Cortland at the Community Bull for dinner. Got home just at 8:30. Mary had gone to the doctor to-day for a physical examination. She hasn't been feeling so well - however the doctor couldn't find anything wrong. I received a letter from Bruce Palmer to-day telling me a little more about my job on the National R. C. J C. I am apparently the Chairman of the Committee on Executive Training. I called Dwayne & offered to drive him to the station - drove over about 8:45 - gas was low in my car so I drove his along - he had just gotten & new recapped tires. They sure looked good. Edna rode to the station with us. Had quite a wait as the train was over a half hour late. Sat in the car & talked - showed Dwayne the letter from Palmer - he thought it was well & that there should be a story on it in the Business Monitor. Edna & I visited with Dwayne until 10:30 & then drove home. I got back about 10:45 & Mary had gone to-bed. Paul Yamini called back - had called earlier & he was out. Arranged to see him in the morning. To-bed 10:30.

9/29/43 WEDNESDAY:

Got up at 7:00 - drove down to the office at 8:00. Paul Manieri came over this morning & we fixed up the report on our meeting the other night and prepared a letter to sent out to the Jaycee Members announcing our meeting next Mon. Showed Paul the letter I received from Palmer - he congratulated me & said he wanted to publicize the fact locally. Mary had called Ray at his home this morning about coming over bat. Night - Ray was planning to have us go out to McDonough Lake with he & Marion for the weekend. When he learned about our plans he also invited the Manieris. Had the usual busy morning getting some of the details worked out on the Factory School Classes. Also Tom Davis came over this morning & I had quite a talk with him about the job of preparing Lesson Material. Tom didn't seem much interested at first but after explaining the whole thing to admitted he felt different. Wants to talk further with Lewis further. Ben Moser stopped in & Ray and I went over the Factory School Schedule with him - Ben is going to see what he can do to help us on the Language classes. We will have 3 in Spanish 1 in Portugese & 1 in French. Told Ben about not

being able to accept the job on the Program Committee of the Fryde[?] show at the Church. Had a book salesman stop in to see me - a Mr Hixson - was surprised to find he wanted a job with IBM in our Dept. of Education. It seems everyone wants to work for IBM. Drove home for Lunch. Mary took me back to the Office about 1:00. The slides I had taken at Hunt's came back this morning they look very good - Mary & I looked at them this noon. Clem stopped in this noon to ask about the Practical Psychology for the women at the church - I called Mrs. Mowry for him & told her about the class & Jenny to let a few enroll this term. Also called Mrs. Roberts and told her about an enrollment in Interior Decorating. She will start those classes. At 6:15 Bruce Buckler & I rode down to the Hotel with Stan Kassai to the Kiwanis Club - I took Bruce as my guest. It happened that the program that Lum Hunt had arranged fell thru somehow or he & Mr Hunt asked me whether Mr. Buckler would be willing to give the same talk he had given the Kiwanis Club. I asked Bruce & he agreed so my guest turned out to be the guest speaker. Bruce gave a darn good talk on "Vision for Victory". I was glad

it turned out that way for it gave me an opportunity to present Bruce the way I really wanted to. Bruce & I walked back to the Office after the meeting — there were a lot of people on Washington Ave. waiting to see what the mystery program was going to be at 8:30. It was announced in the evening paper. I went over to the Superintendents Office this evening & had Jean Morin call in the 8 ought farmers who had enrolled in Acton come speak for Executive — I explained to them why we could not offer the course to them this term. Got some good suggestions from them. Saw Bill Davis for a few minutes & asked him about Tom Davis — Tom had talked with him again & he seem more inclined to want to make the change — however he is going to let Bill know. Returned to the Office about 9:30. Ray & I worked awhile on the schedule. Paul stopped in & said he would be absent on Saturday. Got a ride home with Ray at 10:30 — Mary had gone to bed so I retired right away. 10:45.

9/30/43 THURSDAY:

Got up about 7:00 — after breakfast I drove Mary down to the Greenhouse on Watson Blvd. to get a basket of tomatoes and some

other vegetables. Mary Lou & Shelly went with us. Drove down to the Office about 9:50. Called Dwayne at Washington D.C. and told him of our situation with Ben Moses or some instructor from Syracuse to teach Spanish & Portugese. Asked Dwayne to call Chancelor Tolley at Syracuse and suggested he have the Chancelor call Ben. Called Ben and told him to expect a call. Tom Davis stopped over again this morning — I sure am having a job to sell Tom on the idea of doing a job for us on writing lesson material. Went over our plans on the book "Shop Terms". It seemed to appeal to Tom — I hope he decides favorably for we sure have a lot to do on the books we are to publish. About 11:00 I drove over to Link Aviation Device Corp. in Binghamton & took Ray with me. Stopped in Johnson City on the way over to see Mrs. Carpenter about coming to stay with the children this week. She wasn't in so I left a message to call Mary. Ray & I saw Bill Konicek & Jones at Link — had a nice chat with them about the course on Aeronautics which they are going to handle for us. The prospects of the course really look good — for I believe both Bill

and Jim can do a good job for us. Ray & I had lunch with Bill and Jim in their cafeteria. After lunch they gave us a demonstration of their Link Trainer. Ray had never been in one before so he got quite a kick out of operating it. Got back to the plant about 1:30. Ben Moser called this afternoon saying Mr. Butler who is the head of the Language Dept. at Syracuse had called him & that he had the "green light" on the instructor for our language class. Ben stopped over & went over the whole matter with Ray & I — apparently my call to Orton had done some good. Ben called Butler from my office and got the matter all settled. He said he was given instructions from the campus to provide us with whatever instruction we needed. A man from Sheffield Corp. stopped in this afternoon to see me about arranging for a representative of Sheffield to give a lecture on gaging to our shop people. Called Bill Levin this afternoon and arranged with him to call a meeting of the night foremen at 8:30 so that Ray & I could go over some of the factory school problems with them. Russell Morris stopped over with Mr. Simmon who is their new

head of their Technical Dept. at U.E. High School, about 5:30. Introduced Mr. Simon to Ray & myself. Russell was interested in some of our courses for his instructors. Drove home at 6:00 - stopped at Athanys home in Endwell & left some enrollment cards with Mrs. Athany for the Practical Psychology course which is to start on the 18th. After dinner I had to hurry back to the Office to be here at 7:00 to give the induction talk for a group of about 35 new employees — all women but 2. I was surprised to see our neighbor Martha Arbor~~boy~~ in the group. Right after the induction talk at 8:00 I went over to see Bert Fintner about the Foremen's Meeting & told him what I wanted to do. Bert was very cooperative in the whole matter. We had the meeting in the conference room next to the Superintendent's Office at 8:30. It was quite crowded. Bert introduced the subject & Ray and I appealed to the group for their help in getting across to their employees that we tried to do everything we can to make all of the courses available to the second shift. Passed out copies of a tentative schedule & list of courses we will be able to start. It was a darn good meeting - both Ray & I were well pleased with the apparent effect

of it on the foremen. Finished about 9:10 - Bert took over on some water which he had and Roy and I returned to the school. ~~Put a pile down~~ Drove home about 9:45 - read the paper and had some refreshments. To-bed 10:45.

10/1/43 FRIDAY:

Got up at 7:00 - Mary drove me down to work at 8:10 as she wanted the car to go to the doctor to-day. Went over to see Eleanor Irvine about conducting the Induction Program next week. Want to work her into our program - mentioned the matter of making the program a first day session for new employees. Eleanor is sure a busy girl these days. Ray & I had a session at 11:00 with - Tobby Crawford, Ken Grace and Charlie Cheney laying plans for our course on Photography. As I expected, Tobby tried to dominate the situation. I was interrupted by a call from Mr. Constable of the Elliott Service Co. who wanted to discuss material for Supervisory Training. I talked with him for a few minutes. Had lunch with Ray at the cafeteria. At 2:00 I took Ken Grace over to the Band Room with me for the Induction Session. It was his first session. Had a large group & I really felt in the groove so I did an above average job. After my part of the session I had a talk with Ken who gave me a couple of good suggestions. On my way back to the

Office at 3:00 I met Alf Walmor and had quite a chat. Alf has an office in the basement of the Lab. now and is back on his old assignment of sound engineer. He stressed the importance of our grouping our Factory School Courses into blocks or series leading to a Junior Degree or some such special recognition. I told Alf we were working in that direction. At 4:00 I went over to the Personnel Office to see Miss Irvine about setting up the new system for induction of new employees. She called Dick Frederick Jr. & we got his OK on having the new employees ushered to the Band Room on their first morning. Everything seem to point to our being able to work out a very effective system. We also talked to Bill Ford about signing the people on etc. I'm sure glad this is at last shaping up as I have wanted to do it ever since returning from Poughkeepsie. It has been a very rainy day. Couldn't get a ride home with Clem at 5:30 so he got me a ride in a cab with Bruce & some of the staff going to the Homestead. A very rainy evening. Marion Clemmons was here to spend the night with Barbara. The kids sure were having a good time. After dinner I read the paper & about 7:00 drove

back to the Office. Stopped a Smittys for some gas. The value of 1¢ coupons was cut down today from 2 2 to 2. The government also started drafting fathers that is me - Pearl Harbor Fathers. Spent some time with Ray this evening going over the Factory School Schedule. Ray still has quite a few instructors to get lined up - it is working out much better this year he believes - I believe the raise to $5.00 a session for instructing makes a big difference. Ray had a couple of teachers from U. of T. High School over to see about teaching French & Shorthand and got them lined up for our classes. Had a nice chat with Ray Cheney this evening - he was in to help us cut down the Blueprint Reading course from 20 weeks to 15 weeks. Ray likes his new job in the Lab. very well. We also discussed Charlie & his job - as I expected Charlie is not too happy working with & for Tobby. Clide Lambbe called me this evening & asked whether we would start a class in Industrial Organization for the foremen on the 2nd. shift if he got 20 or 25 signed up. I told him sure. Drove home about 9:30. Read the Life Magazine. Loaded a film cartridge for this weekend —

To-bed 10:30.

10/2/43 SATURDAY:

Got up about 7:15 drove down to the office at 8:45. Mr. Acton came back this morning - saw him for a few minutes - said I would have to go to Lake Placid for him next week. Called Mrs. Roberts this morning and had her stop in about 10:30. Introduced her to Ray Jarvis and got her lined up for her Interior Decorating classes next week. Ray was very favorably impressed by her. At 11:00 I sat in a lecture by a Dr. Pollock - a young lady - who is director of vocational guidance at Stevens College. I sat in on the session with Bruce & Ken. She actually talked just to the system service girls - gave them a lot of advice. At 12:00 Ray gave me a message that Mary had called saying Mrs. Carpenter would be ready by 1:00. I drove over to the meat locker and got some steak for tomorrow at camp before going home. Had lunch & then drove over to Johnson City for Mrs. Carpenter. Mary & I got the car loaded up for a weekend at Wilson's cottage with Ray & Marian Jarvis. Drove over for them about 1:45. Helped Ray load up their things.

We sure had a trunk full. We took Schultz with us. It was a terribly dull rainy day but we didn't let that dampen our spirits. Had several stops to make for we could get out of town — at the market for meat — at the ice co. for crushed ice — for fish bait on Front St. — at Page Motors to have little Ann and finally at Wilson's home for the key to the cottage & the ice cream freezer. Saw Edith Holmwood who lives next door. Even though it rained a little on the way to McDonough it was a beautiful drive. The autumn colors are just in their height this weekend. Only 30 miles to the cottage — arrived about 4:30. Ray started a big fire in the Fire Place right away & also lighted two small oil stoves so it was only a matter of 15 or 20 minutes before the place became quite comfortable. Schultz had a big time running around exploring new terrain. As soon as we got settled Ray & I made the ice cream — 4 qts. of chocolate. The girls got a swell dinner for us — T-bone steaks & were they delicious. The Wilson's cottage sure is swell. We sat by the fire place & talked all evening — it was fun. Retired about 11:00 — swell beds too.

10/3/43 SUNDAY: (Dull rainy day.)

Got up about 9:15 - Ray had gone down and started a fire in the fire place so it was quite comfortable. Ray complained of a lame back and stiff shoulder. Had breakfast about 10:00 - pancakes & sausage. While we were eating some friends of Ray's stopped in from a cottage across the lake - a Mr. Herb Root, undertaker at Bruce and Mr. Donald Scott, from Campbell and his 4 year old son David. They had been fishing - came in to see Ray & thought the Wilsons were there. We talked awhile and about 11:00 Ray & I went out with them to do some fishing. I dressed up in some of Wilsons hunting clothes - I sure needed them for it was plenty cold out on the lake. I rowed Ray across the lake - we fished for over an hour and never got a bite - our friends didn't get one either. Returned to the cottage about 1:00 - the fire place sure felt good after being chilled. I took a nap on the couch by the fire place & Ray went to bed for awhile. Mary & Maureen took a walk. We finally had dinner about 3:45 and I ate too much again. Packed things up

titled on the village and left about 5:30 for Binghamton. Stopped at Wilson's left the boy. Had a swell drive coming home - the trees are beautiful. Stopped at Ray's Motor for him. I called Mrs. Carpenter at home also talked with Bob and Mary Lou - told them to go to bed. Had some coffee & brownies at the Jones' before driving home. Had some fun kidding Marian about the basket of food she had fixed and left at home. Mrs. Carpenter had a real surprise for us - told us about her experience last evening. About 1:30 last night she was awaken by a man pounding on the back door. She had to call the State Troopers to come & get him. He was just a drunk thinking he was home. I called the Troopers Barracks in Endwell - Sargent Murray told me it was a Clifford Corby who lives down near the I.B.M. Country Club. He was frightened Mrs. Carpenter & also wrecked our back screen door. Had some fun hearing her tell all about it. Mary drove Mrs. Carpenter home. I did some work here in my study. Mary & I took the ashes & garbage out when she got back. To-bed 11:15.

10/4/43 MONDAY:

A bright cool fall day. Got up at 7:00. At 8:00 drove down to the plant. Left the car at Smith's Garage to be washed. At 9:30 I sat in on the opening of the large girl Customer Engineer School. # 102 girls. Van officiated of course - Clem, Austin, Tunney & Acton talked. It was the largest school opening we have ever had. About 10:30 I went over to the Bundy Bldg. and sat in on part of Mac's J.R.T. session. Wally McDavitt sat in on part of it also but he had left when I got there. Was called out about 11:15 to go to Kirk's Office - there I found Lewis, Cy McElwain & John Taylor working on the Foremen's Guide book. Bill wanted me to join them. We worked there until nearly 1:00 - called Mary & told her I wouldn't be home for lunch. Spent practically all afternoon with them on the Foremen's Guide - Bill wants to get it finished to show to Kirk. Boy, what a day! I wanted to help Ray on our new Factory School Program - we started our first classes for the Fall Term to-day. At 3:00 I was called back to my Office to talk with Mr. Heaton of the Y.M.C.A. & Clem about a course on Business Machines at the "Y" in Binghamton. Then at 4:00 I came back to the Office again to see Bill Kovacik & Jim

who had come down from Kinbe to get lined up on their course in Aeronautics. I had Ray talk to them. Poor Ray - he was bothered all day with a bad shoulder & stiff neck - went to the doctors at 2:00 for a treatment. About 5:00 I rushed over to Smiths Garage got the car - Smitty hasn't touched it all day - drove home. Mary and the kids including Marion Clemmon brought me back to the Office - Mary had to have the car to get some groceries & also the new A engine for gasoline. Had many interuptions in our session on the Forestry Service - if it wasn't me then it was Bill or Joann. I had to pardon myself at 6:40 to go to the Jr. C. of C. meeting. Rode down with Tobby Crawford & Paul Manini - they helped me with the projector equipment & screen I had to take with me. We had a very good meeting at the Hotel Frederick - Frank Hobbs inducted 15 new members. Paul mentioned my new National Post as Chairman of the Committee on Exercise training & I got a nice hand from the boys. Showed the movie "Building a Bomber" - the boys seemed to enjoy it. Tobby brought me back to the school. Called Mary & she came down for me. It's been a busy day. Read the paper & looked at a few pictures that came in today. To-bed 11:10.

10/5/43 TUESDAY:

Got up at 7:00 - drove down to the office at 8:00. Had a short meeting with Ray & Earl on the matter of handling the starting of classes while I am away. At 8:30 drove down town - got a hair cut - then drove the car over to Smith's Garage to be washed & greased. Dwayne had a staff meeting in his office at 9:45 including Clem, Van, Miss Demitt, Edwards, Grace, Buddy & myself. He outlined the organization of the staff & line functions of our Educational Dept. Stressed the fact that we must keep him advised & that Miss Demitt would be the person through whom we could get much of the information. It all sounds very good to hear Dwayne tell it - and I believe he is a real organizer. I grabbed a few minutes between times to discuss the session & topic I have to take part in to-morrow at Lake Placid. I wanted to get Dwayne's ideas and views on the subject. At 11:00 returned to my office - Cy McElwain called & said he, Levi & Hayton are back on the Foremen Guide & explained I couldn't get over. Had Paul Yamin stopped over - got him lined up to teach Industrial Organization to a group of Night Foremen. Dave Stanford called about 11:45 - to ask about

the Job Methods Follow-up program. I had about 101 last minute jobs to do before I could get away - but I left the school at 12:05. Walked over to Smith's house - got my car. Drove up to Johnson City and got Mrs. Carpenter left Jerry home for lunch. After lunch got packed up and about 1:30 Mary and I left for Lake Placid. It was a partly cloudy day - sun would break thru occasionally. It was the most beautiful drive I had ever taken - the autumn colors are at their height. It was just a galaxy of color all the way up. Stopped and took a couple of color slides. Stopped in Utica for gas & again at Tupper Lake for dinner. It was a longer ride than I had expected - over 250 miles. Arrived at the Lake Placid Club about 8:30. Couldn't get a room in the Inn but got a very nice room in a cottage right near the Inn. After Mary & I got settled we walked over to the Auditorium & sat in on the last part of the Evening Program - heard two good talks. After the meeting we met Russel Yorio & Chamberlain and talked a bit. Mary met Mrs. Funk and went with her. I walked around & said hello to Dave Funk & Dr. Emerson. Mary & I were tired after the long ride so we came back to our room about 10:45. It has seemed like a terribly long day. To-bed 11:30.

10/6/43 WEDNESDAY!

Got up at 7:30 – a beautiful day at Lake Placid – went over to the Inn for breakfast at 8:30. Met a couple from Long Island at Mr & Mrs Gemmer our table. After breakfast came back to Baygrove Cottage and got my camera. Mary & I took a walk out to the golf course. It was a beautiful morning – but a little hazy in the distance. We climed a tobaggan slide to get a good view of the golf course & mountains. The setting for Lake Placid Club is certainly georgious, the autumn colors are magnificent. I took several color slides. We walked around Mirror Lake over to the town of Lake Placid – stopped in the Post Office. Returned to the cottage & rested awhile. At 11:00 I went over to the Inn to attend a meeting of the Panel Discussion & found that it was to be held in Commander Schrage's cottage "Overlook". I got there just as the boys were getting under way. Mr Lang introduced me around. I knew the Commander of course, – was disappointed to find that Ed Link wasn't present. We had a little warm-up discussion on Vocational Training Needs of Industry led by the Commander. At 12:00 we all walked over to the Inn for lunch – met Mary. As soon as we finished lunch we rushed back to the cottage – I got my camera & walked over to

the toboggan slide - climed to the top & got a good shot of White Face Mt in the distance. The sun was around in the right position at that hour & the boggy & the morning had gone. Hurried back to the Inn to be there for the Panel discussion at 2:30. Met Miller & Appleton training & a number of men I knew. The discussion started about 2:45 and lasted until nearly 4:30. We had a good turnout, about a full auditorium. I put in my 2¢ a with a couple of times. The discussion was active enough but not too constructive - it centered around the general question of how could the Vocational Schools best serve the training needs of Industry. Listened to a talk by Otto Winter after the panel discussion. Mary went for a ride this afternoon with Mrs. Lillie & some of her friends. After the meeting I met Jack Roberts & Mr. West from Poughkeepsie. Also saw Harry Rouse & had a chat with him. Jack Roberts introduced me to Mr Coy from Poughkeepsie. Mary & I returned to the cottage about 5:30. Cleaned up some & at 6:30 went over for dinner - Jack Lillie called & asked us to join him at his table which we did - met the Turners, Mr. & Mrs. & Mr. . After dinner I ran into Hilton C. Buckley had a nice chat with him & at 8:00 went into the auditorium with him. A good program this evening Dr. Emerson

talked on the Technical Institute giving a report on his survey of the country this summer. Then a talk by Dr. L. A. Wilson on a proposed plan for Technical Institutes in New York State. I was surprised to learn that they are planning to spend 17 to 18 million on Post War Planning or building of Technical Institutes throughout the State. And I was especially surprised to learn that one of these is to be at Binghamton. The third speaker was Dean Hollister of Cornell who told us there was no conflict between the Technical Institute & the Engineering College. After the meeting I happened to go to Allen Mogensen - had a nice chat with him - he had been Moose hunting in Canada & had just stopped in for the evening. Spoke to Dr. Wilson after the meeting - he asked me whether I thought Mr. Watson would be willing to donate a tract of land for the Technical Institute to be built at Binghamton. I told him I thought Mr. Watson would certainly be interested as he is very much interested in furthering all type of education. Had a nice chat with Dr. Emerson - a private one - asked him several questions I had on my mind. Jim told me he had been offered the job of heading up all the training for the Navy. He told me it was the Q.T. as he is still considering the offer. From what he said I believe he will take it. Told

him about my job as National Chairman of the Jr. C. of C. Committee on Executive Training. Got some ideas on the setting up of a program. They had some dancing in the Inn this evening. Had a dance with Mrs. Lillie. Mary danced with Bert Fink. Returned to the cottage about 12:15 & To-bed —

10/7/43 THURSDAY:

Got up about 7:40 — it was cloudy this morning & quite hazy. I was sure glad I took my color pictures Yesterday. Went over to the Inn for breakfast about 8:30 — our friend Sproule had been there & put perfume on all the napkins except ours. The rest of the gang came in while we were there & had some fun over it. Mary & I packed up our things after breakfast & checked out. I stayed for part of the session this morning — I wanted to hear what Stiles had to say on Apprenticeship Training. We left about 11:15 — ~~Ray~~ Bert Fink gave me some new ~~note~~ mono-graphs on Milling, Electricity - etc. to take with me. Stopped over town in Lake Placid & gas & did some shopping. It was 12:00 by the time we hit the road for home. Stopped in Tupper Lake for lunch at a Hotel and were sur-

prised to see the Benners, the couple we had met at our table at Lake Placid the first morning. Had lunch with them. It cleared off this afternoon & was a very pretty drive however many of the leaves had fallen since Tuesday. I was surprised to see how much the colors had changed. The reds were almost all gone. I did take a few pictures. Stopped at Seventh Lake to see Brandt's cottage. Mr. Every, the caretaker was there cutting wood. He showed Mary & I all thru the place - said it was for sale 6500.- Mary & I enjoyed swimming. The lake was very low as the dam was being repaired. Also met Mrs. Every. Stopped in Waterville for an ice cream soda. Mary drove from Norwich on home - got back here about 7:45. I called Ray to see how things were at school - everything seemed to have gone off OK - enrollment is up to 2300 which is darn good I think. After having some dinner I drove down to the Office. Talked with Ray & Earl for awhile. Looked over my correspondence - also arranged for an instructor for Tool Bruising: talked with Imber from the tool room & was able to interest him in it. Went over to the plant - saw Bert Kinter - also a Mr. Lemm who had written me a letter about me

of the course. Got home about 10:00 – drove Mrs. Carpenter over to Johnson City. She sure is good to come & help us out – said she would come anytime. Read the paper & To-bed 11:30.

10/8/43 FRIDAY:

Got up at 7:00 – after breakfast I called Dwayne and arranged to ride down to the Office with him at 8:30. Told Dwayne about the conference at Lake Placid – he was a bit surprised to hear about Dr. Wilson's suggestion that Mr. Watson donate a tract of land for the Technical Institute to be built at Binghamton. Rode down to the Office with Dwayne & Clem. Had a very busy day at the Office – just too many things to take the time to relate them all here in my diary. Called Tom Davis this morning & found he had decided against coming over to help me with the preparation of lesson material. I was afraid of that from the outset. Had lunch at the cafeteria with Ray, Paul Mazuzi and Lt. Mallory. Paul stopped back to the Office with me to go over the outline he had prepared for the course on Industrial Organization. It sure looked good. At 2:00 Paul went over to the Band

Room with me to sit in on the induction session. I gave the Induction Talk - showed the new employees the Broaching Automatic & also the model of the 30 Cabin Cabine being built at Poughkeepsie. It was the first time we had shown the guys - Kirk had shown them to the Foremen & General Foremen at the Foremen's Meeting last Wednesday. Bruce Buehler also sat in on the Induction Session. I had a couple of sandwiches at the school & stayed to help Ray with the new classes starting at 6:20. At 4:00 this afternoon I introduced Walt Tribe to his Tool Grinding Class. At 6:20 I introduced Don Pratt to his Engineering Mechanics Class - had a nice group. Called Mary & she came down for me about 8:15. Read the paper & the new Life Magazine - retired about 10:30.

10/9/43 SATURDAY:

A beautiful day - bright & warm. Drove down to the Office at 8:20. At 9:00 Ray & I called the Factory School Dept. together. I gave the gang a few words of praise for the fine job they did ~~here~~ this week getting the new factory school program of 98 classes started. Everything went off very smoothly. Ray went over the new

schedule with the group. After the meeting I had Doris Hayward come over to the Office - Ray & I gave her a story on our new Factory School Program for publication. About 10:00 Clem brought Miss Hazlett of our Washington Office in and introduced her. She is now assisting our new Vice President La Mont in the operation of Plant #2 and wanted to get a picture of our Factory Training Program. Ray & I talked with her until about 11:00. Showed her the charts we use in the induction session. Clem came home with me at 12:30. After lunch I got in my old clothes and helped Elmer finish the job of putting on the storm windows. He and Rose worked with Mary this morning & got the job well started. It was a beautiful afternoon. About 5:00 I came in & did some work on my double bunk table - tested it out so it would be ready for this evening. Had the Mancinis, Pratts and Jarvis over this evening showed them some movies & slides. Ray helped me with the projector & I operated the sound equipment. It sure seemed good to have some company in again. After they left about 12:30 Mary & I washed all the dishes & I put my equipment away. To-bed 1:30.

10/10/43 SUNDAY:

A beautiful day - as clear as a bell - truly a sample of "October's bright blue weather". Got up at 5:10 - after breakfast I took a couple pictures of our home - then I took a ride up over the hill & down thru the IBM Park - took a color slide in the Park. Mary & I went to Church at 11:00 - took the bus along & left them at the church home. Had an old gentleman for the minister - not at all impressive - I don't think he was a candidate, however the church is still without a regular minister. Stopped down town for a paper & a shot thru before returning home. This afternoon while Mary & Mary Lou took a nap Barbara & I assembled me of her model homes - the one we started on my vacation. About 4:30 Mary & Mary Lou woke up. Sally Kirk & Marion Clemmons stopped down to play with Babe, they all rode along over to the IBM Farm with us - what with Schultz it sure was a car full. Mr & Mrs. Atkinson walked up to the barn with us. The kids got a big kick out of seeing the pigs - little & big. I took some color pictures & finished up a film. Came back about 6:00. Spent the evening here in my study doing

some work I brought home from the Office. At 7:30 I called Dad to see how he was & to invite he & Betty up to call on us. Read the papers & To-bed at 10:30

10/11/43 MONDAY:

Another beautiful fall day — Up at 7:00, drove down to the Office about 8:15. Had a very busy day. Acton came in about 9:00 — Ray & I had a short session with him on the matter of paying Syracuse University for the service of Mrs. Nesbit in teaching 2 Spanish classes & 1 Portugese class. Dwayne decided we should pay $250.00 a term for each class. This was just double what they had asked. Both Ray & I were a bit surprised. Dwayne was just in for awhile this morning had to return to Buffalo where he had left his family — he is to talk to 5000 school teachers there to-morrow. Paul Mancini stopped over this morning & left the outline of the Industrial Organization course. I forgot my badge this morning so about 10:00 I drove home for it. Stopped in Endwell to see a Mrs. Cook who had written he about the Interior Decorating course. Told her she could attend which

pleased her very much. Stopped down town to Stickley's on my way back. Went over to see Kirk about taking part in the Industrial Organization course - he gave his approval. Had lunch at the cafeteria with Bud Austin - got his approval on taking part in the Ind. Organization course. Clem brought Ray Wolselogel in to see me this morning - Ray has been brought in from the field to replace Hank Jergins who is being transfered to the laboratory. I used to be in Service School with Ray. Ben Morse stopped over about 2:00 & I told him about Orton decision on paying for the language course. I think Ben was surprised too. Had a long chat with Mac Almon this afternoon - I'm letting Mac up to handle the Foremen Training program. Went over to see Homer Bodeutsa & Hoyt Barret about holding a meeting of the inspection foremen for a talk by a representative of the Sheffield Corp. I stayed at the school this evening, had a couple of sandwiches - Alf Malmon ate with me. I sat in on Frank Reynolds - Platers class. He has a large group of about 45 to 50. Had a chat with Ray Cheney - came home about 9:00. Mary had gone to the Harmony Circle meeting. Rose was here with the children. Mary

got home about 10:15. Read the paper &
To-bed 11:00.

10/12/43 TUESDAY:

A beautiful clear day. Didn't get up until 8:00. Mary drove me down to the Office at 9:15. Another very busy day. Spent quite some time with Earl Kaufman this morning on Precision Measurement. Saw Clem & asked him for a chance to tell the System Service School & Customer Engineering Girls about our Factory School Program. Clem indicated there would be a spot for me on the program with a Dr. Wolf whom Wm. Watson had sent up to talk to the girls. Spent most of my time until 2:30 preparing the notes & statistics for my talk. Clem came in at 2:15 & announced that my talk would come first at 2:30. I had Ray & Duke Davis pass out a copy of the Factory School Bulletin to some 325 students present. It was a joint meeting of 94 System Service Girls - 102 Customer Engineer Girls & about 130 Customer Engineer Fellows. I spent about 35 minutes & really enjoyed talking to the group about our Factory

School Program & Supervisory Training - mentioning our T.W.I. activity. After I finished Clem introduced Dr. Wolf who gave a very interesting talk. He is the pastor of the Little Brick Church in New York City. At 4:00 I had a call from the Mr. Olsen at Syracuse on the talk to be given by a representative of the Sheffield Corp. to our Inspection Personnel. At 4:15 I attended the faculty meeting at which Mr. Buckler gave a talk of Instructional Materials. It was good but Bruce talked too fast as usual. About 5:30 Mr. Nesbit stopped in & shortly afterward Ben Moser appeared on the scene. Ray & I spent some time with them. Ray introduced Nesbit to his classes. Ben seemed much pleased about the whole set-up. About 6:45 Paul Manini, Bain Cullen & I walked down to the N.Y. Restaurant for dinner & to discuss the subject of Executive Training. Paul & I tried to interest Ben in being the local chairman or director of Executive Training. We discussed several projects for the new manual & I presented the idea of IBM sponsoring the manual. They both liked the idea very much and we agreed it would be a wonderful boost to our

local Jr. C. of C. organization. I believe our discussion this evening have for reading possibilities. About 8:30 Paul & I walked back to my office - I called Mary & she stopped down for Paul & I. After we got home I thought about having to get Arlene's mail so we walked up to his mail box. It was good that we did for about 10:00 Dwayne stopped in for it - had the family with him. Mary & I went out to the car. They were just getting back from Buffalo. Dwayne asked ~~th~~ me to go along to Syracuse with him to-morrow morning. I took him up on it as I want to see Larry Seigfried. Read the paper & to-bed at 10:45.

10/13/43 WEDNESDAY:

A foggy morning but a beautiful day. Got up at 6:30 - about 7:45 rode down to the school with Dwayne. We got some things at the office & left about 8:00 for Syracuse. Dwayne let me drive his car - he sat in the back seat and worked on his speech he had to give at a meeting of the "Creditmen's Association in the Syracuse Hotel. Dwayne thought the meeting was called for 9:30

so we were in hurry to try to make it. I passed the car right along - about 5 miles out of Syracuse I passed a State Trooper - he had lady with him & was in a black ford so I didn't recognize him. He stopped us & gave us the impression he would have to take us down to the judge. It happened that I didn't have my new License & Dwayne couldn't find his registration so we were sure caught flat footed. For some reason however the Trooper let us go - Dwayne was relieved. Went directly to the IBM Office saw Dick Berman & some of the boys. Found Dwayne's speech didn't go on until 10:15 so there was plenty of time. We made Syracuse by 9:45 so we did make good time coming up. I left Dwayne with Dick & drove on up to the University. Found Larry's Office locked - called his home & found him there. Drove on out to his home - Mrs. Riordan had called - I called back & she gave me some information on quantities of paper used by Photographic Dept. last year on our lesson materials, from a letter received this morning from Brubaker. Larry hadn't had time to look over the lesson I had left with him so I couldn't bring it home. Left lesson * 9 with him.

Larry rode back to the University with me & showed me the set-up at the Orange Peel. It didn't look like much - small crowded & dirty. Larry had been sick & didn't look so good. At 12.00 returned to the Sycamore Hotel & met Dwayne. We walked over to see Dick & found that he had left for lunch. Walked back to the Coffee Shop in the Sycamore & met Dick & the boys from the Office. Had lunch with them - we left about 1:10 for home. Dwayne drove - I had a chance to discuss a number of things with Dwayne - asked his opinion on the Executive Training Manual for the N.C.P.C. - he agreed it would be a fine thing for IBM to sponsor it & said he would take it up with Mr. Watson this weekend. Came back by the way of Maine & Union Center. I had Dwayne stop down town so I could get my new license at the A.A.A. Office. Back at 3:30 Mary & Babe stopped in the Office about 4:15 - Mary had been at the beauty parlor all day. Clem called & told me about a personnel conference which is to start to-morrow. At 6:20 I sat in on the Aeronautic class for awhile - heard Mr. Cowan from Ennis. He is a good instructor. Mary stopped down for me at 6:45 - we drove over to the

hotel to the Lions Club - Ladies Night. We stayed only for the first part of the meal - had to leave at 7:45 to go to the Premiere of "This is the Army" at the Strand Theater in Binghamton. They had a parade before the show - it started at 8:30 - we sat next to the Lions. Charlie Rich talked from the stage & thanked everyone for their help in making the Premiere a success. Charlie couldn't see his script & note for the glare of the foot lights & had forgotten C John Dey. It was very funny - the C finally had to come on & tell Charlie his name. It was a good show. After the show went to the Community Coffee Shop with Ray & Marian. Got home about 12:15. Rose stayed with the children. To-bed 12:30.

10/14/43 THURSDAY:

A rainy day - got up about 7:00 & at 8:00 drove down to the office. At 10:00 this morning we had our first session of the Personnel Conference with Dr. Pollock. I was surprised to find that all the plants except the one in California was represented. It turned out to be a much more important occasion than I had anti-

rotated. Mr. Kirk was there to introduce Mr. Pollock & to start the session. Dr Pollock talked on Personality Patterns. At 12:30 we all went to lunch. I went to the cafeteria with Walter Yiler & Davidson from Rochester. Our session convened again at 2:00 in the conference room in the Laboratory. Dr. Pollock led a discussion on Interviewing Techniques which was quite interesting. At 4:00 I returned to the school with Bert Kintner & sat in on the Industrial Organization Class for awhile. Bert talked to the group. We have 45 2nd shift foremen & general foreman enrolled in the course. Stanley Evans stopped in to see me for awhile - I had him sit in on the Ind. Organization Class - Paul Yanaeni led the group in a discussion on Bert's talk. It was a good session - introduced Stan to Paul & Bert after the session. Had a couple of sandwiches for dinner - ate in my Office. Paul stopped over & ate with me. Had a nice story in the local paper on our Factory School to-night. Also received the manuscript on the story which I prepared for the Modern Industry magazine.

I do hope I can get it approved. At 7:00 I went over to the Bundy Bldg. where I gave the Induction Talk to about 40 new employees. All women - for the first time. At 8:00 I returned to the school & attended the first session of Mr. Aitoni's class - "Speech for Executives". It was well attended & I believe everyone was much pleased with the first session. Dwayne was in good. I'm sure it's a nice group too & I know it will be one of the high lights of our present school term. At 9:45 I drove home - it was raining some. Received a letter to-day from Doy Simmons - he states that the Manual on Executive Training is nearly completed which was a surprise to me. I'm wondering just what the score is - as I was planning on having much of the material for the manual developed here at Endicott. Have a bad headache to-night. To-bed 11:00.

10/15/43 FRIDAY:

A very rainy day - got up at 7:00 & drove down to the office about 8:15. Stopped for gas & then drove on over to the

Bulletin Office to get extra copies of Yesterday's Bulletin. I had Paul Mazuri stop over to the Office this morning & we jointly prepared an answer to Tony Linneman's letter telling him of our discussion of the other evening on Executive Training. I also mentioned IBM might be interested in sponsoring the new manual. Had lunch in the cafeteria this noon with Ray & Burrie. Mr. Watson arrived in town this morning so everyone was on their best behavior to-day. At 2:00 Mac Almon & I went over to the Board Room to attend the 3rd. meeting of the Personnel Conference with Dr. Pollock. It proved to be a very interesting session - especially the discussion on the value of tests in Personnel Work. During the recess period at 4:00 I dashed back to the Office & signed some letters. Mr. Roy Stevens sat in on part of the conference. It finished about 5:15. I got in touch with Bud Austin after the meeting & asked him to go over the article in Modern Industry with me. He said Mahoney from N.Y. World Headquarters was here & that he would try to get with him this evening & would call me. Mahoney is on the editorial staff of Business Week & could

be the ideal person to look it over. Drove home about 6:00. Stopped for ice cream. Sally Rich stayed with Barbara to-night. The kids sure had a swell time playing. After dinner I read the paper - then did some work here in my Office. To-bed 11:00

10/16/43 SATURDAY:

A warm rainy day. Got up at 7:00 drove down to the Office at 8:15. A very busy day. At 10:00 Mr. Almon & I walked over to the Band Room for the last session of the Personnel Conference with Dr. Pollock. An distinguished group was augmented this morning by the presence of Dr. Lillian Gilbreth. There were also 3 men from our Canadian organization whom I met - Mr. Shepherd, Mr. Wood & Mr. Chapman. It was the best session of the 3 day conference. They discussed actual cases - ones we used in our Foremen Conferences. One was presented by each of the following - Mrs. Dunn, Ralph Latourette & Mr. Davidson from Rochester. Mrs. Reardon called me about 11:30 & told me Mr. Arton wanted me to be in a picture. I walked over to the front of the school where Dwayne & Clem were

getting all the graduating classes line up - a group of about 325. Mr. Watson & Mr. Nichol came out of the lab. & joined the group for the picture. Mr. Watson gave the group a little speech - it was the largest group ever to be photographed in front of the school. I went back to the conference - it broke up about 12:35. Returned to my office for awhile - then met Mike Sypa on the street & had lunch with him in the cafeteria. I always get a kick out of helping Mike. Bill Levi Bert Gintner & several other members of the conference joined Mike & I at lunch. After lunch I helped Mike get a bus for Binghamton. Clem rode home with me about 2:30 - I had to stop down to the Bulletin office first & at Smith's Garage for some gas on the way home. Just got home before it started to rain - it rained most of the afternoon - just poured. Did some work done here in my study. About 7:00 Mary & I drove down to the place on Watson Blvd. to register for voting. Then stopped at the Endwell Market. It was raining some - a very bad night. Drove on over to Binghamton & had dinner in the Community Coffee Shop. Mary did some shopping after we ate & at 9:00 we

drove to the IBM Country Club to attend the dance for the large girl classes & the customer engineers. There were a lot more girls than fellows. Had a very nice evening. The girls put on a little entertainment & Charlie Kirk had his jam session as he calls it. Charlie sure was popular with all the girls, but poor Mildred was left on the side lines. I had a dance with Dr. Pollock & also Mrs Shumm, Mrs. Watson's sect. It was a nice party - Mrs. Kirk came home with us at about 12:00 - Charlie was still going strong. Hazel stayed with the kids to-night & the house was a mess when we got home. Mary get so disgusted with her. To-bed 12:30.

10/17/43 SUNDAY:

A windy cold day — got up about 8:30. Called Mr. Maloney at the Hotel Frederick about going over the article for Modern Industry on our Foremen Conference. Bud Austin called me about 10:30 & suggested I go on down to see Maloney so I got dressed & drove down to the hotel about 11:00. Spent over an hour going over the article & Maloney suggested he take it with him to New York & contact the Modern Industry office so I turned it over to him. Drove Maloney up to the

Homestead and returned home. Spent a lazy afternoon around the house - I put on some old clothes and washed part of the car. It was too cold and windy to wash the whole car. This evening I worked here in my study, wrote a letter to the Navy Dept. recommending my friend Dr. Lyman Emerson for the post Head of Civilian Training for the Navy Dept. Also wrote Lyman a letter - I hope he gets the job. Read the paper & To bed 10:15.

10/18/43 MONDAY.

"The Big Graduation Day"

Got up at 6:30 - dressed & drove down to the school at 7:00 - had breakfast in the cafeteria. At 7:30 I lined up in front of the lab. with my car to assist in transporting Mr. Watson's guests. Drove over to the Arlington Hotel with several other cars. Called Mac Almon at the school & had him change the T.R.T. session from the Bundy Bldg. to the school in case Dr. Pollock sat in on the session. Drove a load of guests up to the Homestead where they were to have breakfast. There was much activity around the Homestead. I returned to my office & dictated some letters.

Had Ray bring the bulletin board in my office up to date with the new classes in this term. Received a letter from Bill Robson this morning - air mail from Spokane Wash. He is an Engineer for Sperry now & traveling all over the country doing maintance & instruction on Fire Control & Armament in the 2nd. Air Force. I guess Bill is much pleased about it. Sounds like he is doing Ok. About 9:00 I drove back up to the Homestead & got a load of guest - brought them down to the laboratory. Returned to my office & called Dr. Pollock at the Homestead - she still wanted to sit in on a T.R.T. session so I drove up & got her. Had a chance to tell her about our Factory Training Program on the way down. Mike Supa was at the school I asked him to join us which he did. I sort of upset Mac's session walking in with Dr. Pollock & Mike. Mac had us all say a few words. Mac did a beautiful job & it sure impressed Miss Pollock. I slipped out & had Charlie Cheney come over to get a picture of the group. There sure was a lot of activity around the school today what with all the guest floating around.

At 12:15 they had a ceremony at the Band Stand by the Laboratory in which the Army awarded our Guard Force a citation for the excellent job they had done in protecting the plants. Mr. Watson was there & received the citation for the guards. Had a chance to say hello to Mr. Potter in my office before the ceremony. Had lunch in the Cafeteria about 1:15. The place was quite crowded all the guest had lunch there too. After lunch Mr. Philips asked me to drive Mrs. Philips, Mrs. Pickel & Mrs. McDaniel up to the Homestead. Stopped by the house on my way back. Mary was getting ready to go to a tea at the Homestead this afternoon. Got back to the office at 2:00 & went directly to room 203 to attend the Educational Conference. I was surprised to find such a distinguished gathering - Dr. Tolley of Syracuse, Dr. Ben Wood of Columbia, Dr. Wood of Stevens College & several other college presidents besides all the IBM dignataries. Mr. Watson opened the session by a half hour talk & announced the promotion of Miss Hayward, one of the Customer Engineer girls to the position of research engineer because she had an idea for an attachment for the Horizontal Sorter. She is to work with Mr. Ford. Mr. Watson & Mr. Rick had to leave

the meeting so Mr. Nichol took over as chairman & Dwayne as sort of co-chairman. Dr. Job, I believe Rochester Business College, brought up the question as to how Mrs Nearyard, got that way, as he put it. It was amusing the way he forced that point, he just couldn't accept Mr. Watson's action in the matter. It was a most interesting session & also very educational. I sure learned a few things - it was all recorded & we are to get records according to Mr. Nichol. The session ended about 5:15. It had started raining. Talked to Dr. Tolly at the close of the session. Drove home about 5:30 - washed, shaved & got in my tux. The Aston girls Mary & Jo up at 6:30 & took us out to the Country Club. It was a rainy night for the graduation. Jeane went with the Aston. Dwayne had more banners to take care of. It sure was a big party. 235 graduates. 94 System Service Girls, 102 Customer Engineer Girls & 39 Customer Engineer Fellows. Dr. Wood of Stevens College gave the main address. It was 11:20 when he started talking. The party lasted until after 1:00 - Mr. Watson broke in on Dwayne's program a number of times just as I expected. I sat next to Mrs. Arch Davis. Got a ride home afterwards with Anzi Hoffman &

his wife. It was still raining some. Angie's sister was in the hospital having an that gradation
To-bed 1:40.

10/19/43 TUESDAY:

Got up about 8:30 - Mary drove me down to the Office about 9:30. Spent most of the morning with Earl Kaufman going over the Chapter on Comparator that Frank LeBeau wrote. Earl sure has gotten it. He's so tied up in it I wonder whether he will ever get thru it. Earl is so damn slow I don't know what to do - if I try to hurry him he gets so nervous he comes near to having a nervous breakdown. Part II of Precision Movement is sure going slowly. Had lunch with Steve Rami & John Hoppin at the cafeteria. Saw Bibby a few minutes - he was with Bill Leni & Mr. Kirk. After lunch drove down to the Hotel with Steve, John & Mr. Kirk to attend a meeting with representatives of the other service clubs with George Hunter of the Chamber of Commerce. We discussed plans for a Navy Ball to be held next Wednesday at the IBM Country Club in observance of Navy Day. The IBM is donating the Club & the Auditorium. Harry Stabler asked Charlie Kirk about

spending the money raised from the dance for a set of United Nations flags for use by the local Service Clubs. Charlie's answer to that was - the IBM will donate a set of flags & asked Steve to see that they were ordered. They cost in the neighborhood of $200.00. I wish I could give money away like that. Back to the Office about 3:00 - went over to see Sam Grant about getting George Hester to help me on writing lesson material. Had a nice chat with Sam - he seemed more cooperative. Am going to talk with George. Also stopped in the Personnel Dept. to see Wm Devine about the new Induction Program. Drove home - a rather May stopped by for me about 5:30. After dinner I returned to the Office. Sat in for awhile on Mr. Nesbit's Portuguese class. Bruce & Ken are taking the course. Met Crossman from Link he is also taking Portuguese. Wrote a letter to Bill Robinson to - night answering the one I received from him. Came home about 9:30 - Bruce rode up to the house with me - told me some of the plans he & Ken have for our visual aids. Read the paper & To - bed 11:00.

10/20/43 WEDNESDAY:

Got up at 7:15 - Drove down to the plant about 8:30 - after dictating a few letters I drove on down town & got a hair cut. Came home for lunch about 12:30 - Mary drove me back at 1:30 - we stopped over & got Mr. Arlon & Larry. Edna wanted to go shopping with Mary. Had George Weston also over this morning & talked with him about doing a job for us on the 5 Steps Learn Books. He seems interested but wants us to talk with Art Becker. Paul Marucci stopped over this afternoon & we got out a letter for our next Jay Cee Meeting on next Tuesday. Bob Austin stopped in with Dr. Mark Ellingson of the Rochester Mechanics Institute. He is to talk to the Lions club tonight. I had met Dr. Ellingson at his school about a year ago. Told him a little about our Factory School Program. At 4:30 there was a general Foreman meeting - Cliff Burns put on a demonstration of what safety shoes could do - had one of the workers on the platform who had a foot saved by wearing safety shoes. Cliff asked him a few questions about it before the group. It was quite effective I thought but Cliff made too much of a

joke out of it. Mr. Kirk gave us a sound talking to on the matter of reducing costs. Went to the Lion's meeting at 6:30. I took Bruce as my guest - we were planning to ride down with Stan but he got tied up with Kirk - so Bruce & I started walking at 6:30 - we are about 10 minutes late. I distributed the tickets for the Navy Day Ball next Wednesday. Dr. Mark Ellington gave an excellent talk on "What Next - Mr. Business Man". Bruce helped me pass out the tickets after the meeting, 6 to each member. I called Mary & she drove down for me - stopped by the school for my brief case. Did some work here in my study this evening. To-bed 11:30

10/21/43 THURSDAY:

Got up at 7:15 - drove down to the office about 8:30. Mr. Alton came back to-day. He called me this morning & asked about Mary & I going to the Cornell, Colgate football game this Saturday with he & Edna. Dick German had sent him six tickets. Had lunch at the cafeteria. I called Mary to make arrangements so we could go to the game. I tried all day to get to see Kirk about

the article on the Foremen Conference to be put in "Modern Industry". I got a call from Maloney in New York on it. I finally got to see Charlie about 6:30 - he looked it over & suggested I show it to Alton then see him again to-morrow. Mike Leyn stopped in this afternoon at 4:00 I had him sit in on the Industrial Organization class. Sam Lenox gave a talk on Planning & Tooling. - This noon Paul Manieri & Bowen Cullen stopped in the Office & we discussed Jr. Chamber of Commerce activity and Executive training in particular. I got out letters this afternoon to Palmer, Zimmerman and also my vice chairman on this subject. I'm also having Mrs. Riordan write each State Chairman for suggestions. Bob Austin called this afternoon & asked about having the Lions Meeting next week a joint meeting with the Jr. C. of C. so they could hear Dr. Livingstone. I called Paul & we are going ahead with plans. Drove home for dinner at 6:45. Read the paper & read Life - did some work here in my den & To-bed 11:00

10/22/43 FRIDAY:

Got up about 7:15 – Mrs. Carpenter called this morning – Barbara missed her bus so I took her down to school about 8:15 on my way to the office. Ray & I talked with Van this morning about moving the Factory School Office into Room 103 but decided after talking it over that it wasn't such a good idea. Spent some time with Dwayne this morning going over a number of subjects. Had him look over the article on Foreman Training for Modern Industry Magazine. He made a few suggestions. About 11:00 went over to see Art Baker about getting Geo. Weston to help write lesson material. Art just wouldn't listen to it at all – said he couldn't spare George. Had lunch at the cafeteria with Ray Davis & Ray Wolczyk. Went over to see Kirk about 1:45 & showed him the article that Dwayne had gone over. Charlie thumbed thru it and said it was OK to go ahead with it. I returned to my office and called Maloney at New York to tell him it was OK to go ahead that I had Kirk's approval. Much to my surprise Maloney told me that he had shown the article to Arch Davis and Arch thought it was too hot & sent it back to Kirk

with a recommendation But it not be used. I asked Mahoney what was hot about it & he didn't know – said he would talk with Davis & call me right back – however I didn't hear from him the rest of the day. Bill Wayne told me of a Dan Harden, a man in the ship, to-day who I believe might be the man to help on lesson material. I stopped over to the personnel dept. but they couldn't find his folder. Met Mike Ryan & had him stop over to my office – had Mike dictate to Mrs. R some of the high-lites of his life for introductory purpose next Monday. I called Mrs. Charles Johnson this afternoon & invited her to sit in on Mike's classes on Practical Psychology. Mary called & asked me to bring home some meat – about 4:30 I drove around to the locker got the meat & then drove the car over to Smith's Garage to get gas & to have the tire repaired. "Speed in Reading 44,161" At 5:30 Ray Davis took Dwayne & I over to the cafeteria to help us get something to eat – Mrs. Swidzy got us each a cold plate. Got back to the school in time for Artie's class – "Speed for Equality." at 6:20 Had 16 present – a 3 minute talk by each –

a fair session but much too long - Lasted until 9:00, Dwayne drove me over to Smith's Garage where I got my car. Smitty was still there. - I gave a 3 min. talk - at the close to-night thanking the foremen for their help in enabling their employees in Factory School Class. It went over very well. Home about 9:30 - Mary got a letter from Betty to-day - she has her trouble - hadn't heard from Lew in weeks & has been to the Doctor - he tells her she has weak muscles around the heart & low blood pressure - like your girl. Read the paper & a sale magazine Dwyer sent from N.Y. to all IBM executives. To-bed 11:00.

10/23/43 SATURDAY:

A dull rainy day. Got up at 7:00 & drove down to the office at 8:00. Dwayne stopped by the office on his way in about 9:00 & said he would be ready to leave for Syracuse about 10:30. Did some dictating & about 9:30 I drove down town - got a check cashed & my shoes shined - then drove home. Got out my overcoat & some warm clothes to wear to the football game. Mary & I got all dressed up & waited outside for nearly a half hour. It was

about 11:00 when the Acton came by. Besides Dwayne & Edna there was Jean Acton and Edith Demit - a full car. It looked like rain all the way & did rain between Cortland & Syracuse. Had lunch at the Coffee Shop in the Syracuse Hotel about 1:30 - saw some friends from Endicott including the Ed Harris. Game didn't start until 3:30 so we had plenty of time - Dwayne parked near the Stadium & we waited in the car for awhile. We were disappointed to find that we were on the wrong side of the stadium & had to walk all the way around it to get to gate *8. It was a very colorful game - we sat on the Colgate side which was ok for Colgate beat Cornell 20 - 7. We had good seats - 3 of the 4 touchdowns that were made were made down on our corner of the field - our seats were on about the 25 yd. line. Dr. Tolley - the Chancellor of Syracuse spoke at the half welcoming their guest Colgate & Cornell. Syracuse isn't playing football this year - to-days game was sponsored by the Jr. C. of C. of Syracuse. I enjoyed it very much & fortunately the rain held off until the last 2 or 3 minutes and then it didn't rain hard.

Estimated over 20,000 people at the game. It rained most all the way coming home. We stopped in Cortland for dinner - ate at the Community Grill about 7:30. Got home about 9:45. Mary had Colleen stay with the children to-day for the first time. Read the paper and To-bed 11:00.

10/24/43 SUNDAY:

A dull cool day. Got up about 8:00. Had breakfast about 9:30. Worked here in my study most all day. Barbara & worked for awhile on one of the ~~H~~ model buildings for the train platform. About 2:15 I drove over to Johnson City to get Mrs. Carpenter. She came over & had dinner with us & to stay with the children to-morrow while Mary & I go to Syracuse. After dinner I read the paper - about 5:00 Mary & I drove over to Binghamton to the Suburban Theatre to see "So Proudly We Hail". It was very good. Got home about 8:00. Did some work here in my study - To-bed 10:00.

10/25/43 MONDAY:

Got up about 7:00 & drove down to the office at 8:00. Hurried around to get some work

lined up while I was away to-day. At 9:00 I attended a Customer School Opening. Bill Dawson presided in Clem's absence. I said a few words about Factory Schools. Dwayne & I left the meeting at 9:45 - Van Borden had a Engineering group starting this morning but Dwayne & I didn't have time to attend the opening. Ewen called over to Charlie Kirk's office about 10:00. As I expected Charlie had received Arch Davis' letter & the article for Modern Industry. Davis recommended it be recalled completely so Charlie asked me to handle it & told me to always contact Arch Davis before going ahead on any publication of article for magazine. I forgot to wish Charlie a pleasant trip - he & Mrs. Kirk left to-day for a months trip around the country. Left the school about 10:20 - stopped down town for a shoe shine & then drove home. The Osborns arrived about 11:00 with Larry - they left him with Mrs. Carpenter to-day. We left shortly after 11:00 for Syracuse, I drove. Dwayne sat in the back & wrote his speech for this afternoon, he addressed the N.Y. State Educational Boards Association at the Syracuse Hotel. Had a funny squeak in my motor - stopped in Marathon & had some top-line put in the

gas tank. The garage man however thought it was one of the rollers on the car rocker arm. Got in Syracuse about 1:00. I called Larry Stopped & arranged to meet him at the Castle. We had lunch in the Coffee Shop at the hotel. Mary & Edna went shopping this afternoon. I drove up to the Castle & met Larry about 2:00. We spent the afternoon going over Chapters I & II of Prec. Mgmt. II. Larry had made a list of corrections & suggestions on each chapter! Boy - he had sure gone over them with a fine tooth comb! There was nothing of a serious nature however. In fact he was amazed at the accuracy of spelling. Don hadn't allowed even one misspelled word to creep in either chapter. Left Larry's office about 4:15 - arranged to meet him in Rochester Friday of this week if we can arrange to see a demonstration of the Paperwriter Typing Writing Machine with the Reject Hard Adjustments feature. Did some shopping down town & then met the girls at the hotel room. Mary had seen a coat ($50.00) which she liked very much. I ran into Geo. Mogge from Owego in the lobby. He told me Dwayne had given an excellent talk this afternoon. Dwayne came in the room about

5:45 & was in good spirits - the talk apparently was a big success. We discussed plans for the evening & decided to stay for the Banquet. Dwayne thought he could get tickets - which he did for all 5 us. Brought a Mr. Spencer back to the room with him who is Principal of the school in Spencer N.Y. - a darn good sport. Edna called Jean at home telling her we would be late getting back. The banquet was at 7:00 & a very nice affair. We stayed only for the first talk - Dwayne wanted to hear Dr. George Stoddard, Commissioner of Education for the State of N.Y. He gave a very good talk. We slipped out of the dinning room at the end of the talk & left for home as soon as we could check out. Was on our way about 10:20 - it was a beautiful night for driving - got home about 12:10 so we made darn good time. Dwayne & Edna got Lacy up & loaded everything in the car. She was a good kid - didn't even cry. To bed 12:45.

10/26/43 TUESDAY:

A very rainy day - rained hard all day. Got up at 7:30 - about 9:45 I drove Mrs. Carpenter over to Johnson City. Stopped at the home on my way back to

got my rubbers & rain coat before going to the Offic. Had a very busy day - had lunch in the cafeteria with Ray Jarvis. Russel Frey brought Dr. Livingstone in my Offic this afternoon & introduced him. He talked to the Jr. C. of C. meeting this evening. Called Paul Mannis to stop over - showed Dr. Livingstone thru the school & introduced him to Mr. Orton. - This noon I drove the car over to the garage in Union to get the motor tuned up - made an appointment for Thursday Morning. Stanley Evans stopped in to see me this afternoon. At 4:30 I went over to the Cafeteria to see the movies "The Navy Flies On" & "This is Bundsland". These films are being shown to all employees - had a good turn out of people from the second shift. Drove home at 6:00. Then at 6:45 Mary went down to the Hotel Frederick with me to the Jr. C. of C. Meeting. We had Ladies Night - I gave a report on our Executive Training Committee. Dr. Livingstone of Du Pont gave a very interesting talk and demonstration of Plastics & Chemistry as applied to a variety of new products. He talked mainly to the Ladies. Mary & I stopped at the Arena Restaurant

for a coke - got home about 10:00. Read the paper & To-bed 11:00. Raining hard to-night.

10/27/43 WEDNESDAY:

Got up about 7:15. Mrs. Acton called & told Mary that Dwayne was going in about 8:45. Mary & Edna planned using my car to-day so I rode down to the Office with Dwayne. Just as I got in the Office I had a call from Mary - I had taken both sets of keys with me - had to let Dwayne's obey back & give Mary the keys to the Buick. Spent some time to-day going over the first 2 Chapters of Volume II of Res. Mgmt. with Earl & Don explaining the condition & suggestion that Larry Heyford had given me on Monday. Called Mr. Campbell at Rochester this morning & found that it would be O.K. for Friday so I wired Larry that I would meet him at the N.Y.C. Station at 11:38 on Friday. Had lunch at the cafeteria with Ray. I wrote Arch Davis & Maloney to-day about the article on our Foremen Conference for Modern Industry, so that is all washed up now I suppose. Al Vare stopped in the Office this afternoon & asked Mary & I to be judges for the Kiddie Hallowe'en Party Saturday Night. At 6:15 Mac Almon drove

me down to the Hotel for our Civic Meeting. Mac gave his talk on Job Relations - again he went thru it much too rapidly - I didn't think it was near as good as it was when he gave it to the Civic Club. I had a busy time collecting the money & tickets for the Navy Day Ball. I also introduced Mac. At 8:00 I walked back to the school - Mary was to leave the car somewhere along Washington Ave. but I couldn't find it so I walked all the way. Attended Dwayne's class "Speech for Executives" - a good session. Mary was waiting in my office after the class. Dwayne was going to Y.M.C.A. to night and wanted to leave his car at our house. We followed him up with our car & then took him on over to the Homestead on our way to the Navy Day Ball at the Country Club. The Ball was quite a success. I had $45.00 to turn in from tickets. There was a good crowd - met Earl Jackson's wife - exchanged dances - also danced with Bill Nielsen & Betty Moore. We didn't get to the dance until after 10:00 & left at 11:15 so it was a short one for us. Read the paper & new Readers Digest. To-bed 12:15.

10/28/43 THURSDAY:

Another rainy day - rained all day. Got up about 8:00 drove down town about 9:20 - stopped at the Bulletin Office for a paper - then drove the car over to the garage in Union to be turned - up. Mario drove me back to the Office. Went over to see Bill Lewis this morning - spoke to him about starting a group of student apprentice tool maker. He agreed we should & gave his approval. Also got his approval to send letters to Foremen & Branch Foremen for suggestion on our Shop Terms Book. Stopped over to Sam Lewis & tried to work out some plan with him for help on the preparation of lesson material. Had lunch at the Cafeteria with Ray. At 4:00 this afternoon I sat in on the Industrial Organization class - Bob Landon of the Legal Dept. gave a lecture on Industrial Aversion which was very interesting. At 5:00 I slipped out of the class & hurried over to the Personal Dept. My new gas rationing book didn't come thru so I had to make out an application to use one of the transferable books they have. I was given a "B" book with 11 - 2 gal. tickets in it for the trip. At 5:30 Mario brought my car back to the school - I drove him back to the garage. He told me the oil line to the motor head was clogged & that was why the tappet arm was

squeeking - Boy it is a wonder they didn't burn fast! Hank recommends my using No. 10 oil when I have it changed again. At 6:00 I went over to the cafeteria & talked Mrs. Swisby into making me up a cold plate. At 7:00 I went over to the Bandy Bldg. & put on the production talk for a group of new employees. At 8:00 I returned to my office met Mary, Edna & Fannie who came down to sit in on the Interior Decorating Class. I took them to the class & sat in with them. Mrs. Robert gave a talk & demonstration of the importance of color combinations. It was a very interesting lecture - introduced Mrs. Robert after the class. Mary had Alton's chevy so I drove the girls down to the Ark. Restaurant for some refreshments. Then drove back to the school - I got my car & drove home - rained all evening - a terrible night. Read the paper & To-bed. 11:15.

10/29/43 FRIDAY:

Got up at 6:30 - hurried around and left for Rochester about 7:40. Picked Mac Almon up at his house. It was a rainy morning but cleared off by the time we reached Ithaca so we had a fairly good trip. Hit a big ground hog

& killed him. Took the Lake road out of Ithaca & went by the way of Seneca Falls & Waterloo. It was good road but I think somewhat longer. Got in Rochester just a bit after 11:00 - by the time we found the W. Y. Central Station it was about 11:20 so we only had a few minute to wait for Larry Siegfried - his train was in on time 11:33. I called the IBM plant & learned that Mr. Campbell was out of town - his secretary said Mr. Dodge would demonstrate the machine. Tried to contact Walter Hill & Norm Collister but they had both gone to meetings - made an appointment to be at the plant at 2:00. Called Chamber of Commerce to contact Dick Gendon - the Sec. of the Jr. C. of C. said he would be back in about 15 min. so I decided to stop over & meet him. Drove over a few blocks to the Chamber of Commerce Bldg. Mac & Larry went in with me. I learned that Dick had gone to Penn but I met Ray Serfass & Bud Lilyquist of the Roch. Jr. C. of C. Ray is chairman of their Personnel Committee - he asked me to go along with he & Bud to the Roch. Chamber of Commerce luncheon so we could discuss specific training. Arranged to meet Mac & Larry at 1:15. The Chamber of Commerce Bldg. is one a well layout for

Senior Chamber & Jr. Chamber work - lovely Office & meeting rooms including large dining & banquet halls. There were about 125 at the luncheon - enjoyed talking to Ray & Bud - learned they both worked for the York Air Conditioning Co. - discovered I had met Ray at the IBM Plant Engineers Office about 4 years ago. He sold IBM $50,000.00 worth of air conditioning equipment last year & knows all the boys at the Plant Engineers Office. As intertainment at the luncheon they had a talk & demonstration on professional wrestling by Bert Shurtleff - who was a professional wrestler in his day & is now an English teacher at East Providence H.S. in Rhode Island. He was darn good - showed a lot of the tricks used by the prof. wrestlers. Met Bert Van-Horn who is president of the Rock. Jr. C. of C. Had to leave at 1:15 before the meeting was over. Met Mac and Larry - drove out to the plant. Mr. Dodge, the engineer, gave us a thorough demonstration of the special proportional spacing machine - Larry had many questions to ask & was sure impressed. Norm & Walt came in about 2:30 - introduced them to Larry. They were very disappointed that Mr. Campbell wasn't there to tell Larry more about the development

of the machine. We tried to contact John Fobert but no one seemed to know where he was. Mrs. Holmes, Mr Campbell, secretary drove Larry back to the station about 3.00 to get the 3:30 train back to Syracuse. I called Mrs. McMillan of the Personnel Dept - she came over to Mfr. Mills Office - Mac & I told her about our induction Program - showed her the pictures of the charts we use. Roy Seifert called to tell me abot the committee meeting he attended this afternoon. Went over to Scott Can' Office - Scott finally located John - he had been to the T.W.I. Program Development Institute & had returned to his home. It was about 4:30 - John was so surprised to learn Mac & I were in town he thought it was next week that all we were coming up - he had misinterpreted my letter. Mac & I spent about an hour & a half going over a number of things with John. A very profitable session. Mac & I left the plant about 6:30. Mac had a bad head ache so we decided to stay over rather than drive back. Drove down to the Saganaw - checked in - cleaned up - then walked down to the Manhattan Restaurant for dinner. Mac decided to turn in early so he went back

to the hotel - I stopped in a show saw Eddie Cantor & Betty Davis in "Thank Your Lucky Stars" - it was a good show. Got back to the room about 11:15 - shower - wrote these wks & To-bed 12:00.

10/30/43 SATURDAY:

Up at 7:00 - Mgr & I had breakfast at the Sagamore - left about 8:10 for Endicott. It was a bright morning but cold. Came back the same way we went. Stopped and got a pumpkin and some apples on the way. Got back to the school about 11:45. Packed up the things at my desk & made a number of telephone calls - Drove on home about 12:20. After lunch I drove Babs up to Kirks to a Halloween Party. Barbara was dressed up like a ghost - I took a couple of pictures of her. Drove on over to the garage in Vernon & had Mgr change the oil - put in 10 W. Did some shopping down town - stopped at the office - called Al Wm about the Halloween Party to-night. He wanted me to get him another judge so I called Clem but he couldn't make it. Stopped at Kirks & got Barbara about 3:15 ~~[illegible]~~ & took her home. I fixed up the pumpkin for the kids - it made

a swell Jack-o-Lantern. I set up the lights and camera. Mary took some pictures of us. Mary helped me bring in the gold chair - we got everything in so the Halloween would have things too handy to-night. Had dinner early and about 6:15 got Bebe & Mary Lou dressed to go down to the Halloween Parade. We picked up Colleen & then Marian to go along with us. Drove down to the E.U.D. Dinner where the Parade was to start but was much surprised to find no one there. Drove over to the High School Park where Al Ware, Lila Gibson & a number of the P.T.A. & C. Committee on the Parade were present. They were all about amazed that no one showed up. They had over $75.00 worth of prizes from local merchants - many dozen donuts & 30 gals. of cider. The only thing I could see was wrong, was that it hasn't been advertised enough. But it was a beautiful night - too bad! Poor Al (who was chairman of the committee) was just about heart broken - I really felt sorry for him. I was also glad I had nothing to do with the arrangements. Of course the kids were disappointed so I told them I would show them some movies at home. Colleen & Marian came back with us - Mary called Clem & Lonnie. They came over and brought Rolland and Pearl so we had quite a

Halloween Party I am sure. The Jack-o-Lantern was looked good - John Brown & Tony Carpenter stopped in all dolled up - They scared poor little Schultz almost to death. Boy how he did bark. I showed the gang some movies and also some slides. The kids wanted to see the pictures taken at Barbara's Birthday Party. Had cider for the grown ups and pop corn and ice cream. Party over about 10:30. Put things away & To-bed 11:00.

10/31/43 SUNDAY:

Got up about 8:45 - Mary had to hurry around to get Barbara ready to go to Sunday School in Binghamton with Fannie. Then Mary & I had to stay right along to get Breakfast cleaned up & all set for church at 11:00. Hoffman & I drove up and got Clem and Pearl about 10:45 picked Mary up on the way down the hill. Went to the First Congregational Church in Binghamton. Took Mary Lou in the Sunday School to stay with Bobs, Marion & Rolland. Met Fannie & went on in the church. Dr. McKay gave his usual fine sermon - it was broadcast this morning over WNBF the local station. Saw Angi Hoffman, Mrs. Hoffman & their daughter. After the service I introduced

myself to Mrs. Charles Johnson and she introduced me to her daughter Patricia. I asked Mrs. Johnson how she enjoyed Mike Boyd's lecture last Monday. She went into great detail telling me how much she thought of Mike. Told me some things about him that I didn't know. She thinks that he will one day be even greater that "Helen Keller", the greatest blind person that ever lived. I introduced Mary - Mrs. Johnson did know Lonnie & Clem. We all got in Clem's car & rode over to the Community for dinner. Had a swell dinner & the kids behaved well. After dinner Clem drove us back to our car & I brought Mary & the kids on home. Got back about 3:00. Put on some old clothes - did some work around the home - lined up some movie titles. About 4:00 I took a nap. Had supper about 6:00 - This evening I worked here in my study. I have so much work to do I don't know what to do first. To-bed 11:15.

NOVEMBER

11/1/43 MONDAY:

A beautiful clear day - got up at 7:00 - Babs didn't feel well to-day so Mary kept her home from school this morning. Drove down town at 8:30 - got a shine & mailed some letters. Got to the Office about 9:00. Had a very busy morning - a lot of mail etc. Had lunch this noon with Ray at the cafeteria. After eating I drove over to Binghamton, stopped at Bump's and got a color film Type A 8 m.m. for Christmas - stopped at Walker's Toy Shop & got a model water tank for the train platform. Back to the Office about 2:00. Spent some time with Ray, & Buckler on getting some ground work laid for the production of visual aids. Mike Sayer stopped in about 3:00 for his class at 4:00. I introduced Mike to Bruce Buckler. At 4:00 I took the role in Mike's class in Practical Psychology - quite a few of the town folks are in his afternoon class, Mr. & Mrs. Ford, Mr. & Mrs. Hunter, Mrs. Cheatam, Mr. Young, Mr. Charles Stinson & his daughter Patricia and others. I sat in on part of his session - Mike gives a very interesting lecture. At 4:45 Dwayne called a meeting of all the school staff & had Ray Jarvis present his idea of having the group organized so that all donations

& gifts would be presented in the name of the Dept of Education. Paul Manion stopped over about 5:30. He was very much disappointed in the Halloween Party - as well he might. Said he had talked with Al Ware & that they had decided not to hold it to-night. It will have to go on the books as just a flop. Came home for dinner at 6:15. Called Dwayne after dinner to ask him about taking my proposal on the Jr. C. of C. Executive Training Manual to N. Y. City with him to-night. He stopped over about 9:00 - he & Edna had been shopping - I gave him the proposal & he also got the apples I brought home for him from the Rochester Trip. Worked here in my study to-night. To-bed 11:20.

11/2/43 TUESDAY:

A very rainy day. Got up at 7:00 - drove down to the Office at 8:00 - left my brief case at the school & then drove the car over to Smith's Garage to get it washed. Walked back to the Office. It started raining this morning so I called Smitty & cancelled the wash job. At 11:00 Ray had a meeting of the committee he appointed to organize the Social Club of the Dept. of Education. At 12:00 had lunch with Ray & Van at the cafeteria. At 1:45 Effie & I

went over to see Stan Flanox about the new apprentice class - we were pleased to learn that Stan looked favorably on having the boys placed on the 1st shift. Now the problem is to locate 15 likely candidates. I also spoke to Stan about Geo. Nesten & he is willing to have George help me on a part time basis on the book shop. Items. Saw Gordon Blackwell about Bob Sheridan this afternoon he is going to arrange an interview for to-morrow. I saw Bob Austin & got his approval on the new induction Program so we will start next week on the new basis & having the session on the first day the new employees are on the job. At 4:15 we had a faculty meeting at which Buckler gave a plea for problem or suggestion that he & Joyce could include in their survey of work to be done on the production of visual aids. Geo. Hedendorf was present and gave a short talk on his plan of a standardized procedure on drawing control - it was a bit beyond me. Clem was called out of the meeting & I later learned Dwayne had called - he told Clem he wouldn't be back to-morrow so we had to cancell the speed class. Walked over & got my car at 5:45. Drove home at 6:00 — Mary & I

went down on Watson Blvd. after supper & voted at the little garage where we registered a few weeks ago. It was a rainy night. Worked here in my study all evening. To-bed 11:00.

11/3/43 WEDNESDAY:

A bright day - rode down to work at 8:30 with Clem. Had a very busy morning - received a letter from Jack Davis stating that Maloney hadn't taken any further action on the matter of the article on the Foremen Conference & that I should handle it with Mr. Earnshaw. I was surprised to learn that Maloney hasn't done anything about it. I called the Modern Industry Office in N.Y.C. & tried to contact Kirk Earnshaw but he was still out & down so I talked with Miss Elizabeth Hurst with whom he had left the matter. I told her that the article had been turned down by our top management & that it couldn't be used. She said - "Oh that is terrible Mr. Welsh" - I asked her what she meant & she told me that the article had been set up & plates for the magazine were being made. Having not heard from Mr. Maloney she had unfortunately that in being advised that the article was OK as it had been prepared.

I told her that an approval of the article had not been given & I was very much surprised to hear that they had gone ahead with it. I called Maloney & he was quite disturbed about it - said he would follow it up & let me know just how serious the matter would be to have it stopped. Boy - Maloney sure did mis-handle the whole thing! I spent some time with Ray this morning living up the new Induction Talk. We are bringing the old one up to-date. Mary stopped by at 12:00 & I drove her home. She had been to the dentist & also shopping. Got a new coat to try out. Stopped by Lamers to get Mary Lou - Mary showed Anne the new coat. Had lunch at home. Mary decided she didn't want to keep the coat so I had to take it back down town. Stopped over at 1:00 & got Edna - she rode down town with me. Had a very busy afternoon - Bob Edwards brought up a problem - he had caught Duke Davis & Bob Bailey playing pool down the alley. He reported it to Clem & I - he also went over to see Austin in personnel. I talked with Bob Austin & he was ready to fire both of the boys. I talked with Clem & we decided it was

probably partly Bob Edwards fault in the way he handles himself so we went back to see Austin & called for time on the situation. Also talked Duke's case over with Ray. He agreed that Bob Edwards has handled many situations rather badly & that we had best not be too hasty. After thinking the thing thru carefully Clem agreed he had a more difficult problem handling Bob Edwards. About 5:00 I got a call from Sam Lenox asking me how patriotic I was — said he had some gauges that were urgently needed in Poughkeepsie & wanted me to take them down. I called Cliff & he could leave by 6:30 so I gave Sam an Ok on it. Had Smitty bring my car over from the garage. Picked up the gauges at building 41 & drove home about 5:30. Mary had a swell T bone steak for dinner — packed my bag & about 6:20 Cliff arrived. We left right away for Poughkeepsie. It was a beautiful clear night. Cliff kept me well intertained so the trip didn't seem long. We stopped in Monticello for a bite & Cliff drove from there into Yonkers. We got the 10:30 Ferry over to Beacon. Drove on up to the plant & got in there about 11:15. Called Steve Reedy who came out & got the gauges.

Got up to the hotel about 12:00. All was filled but Cliff had wired for reservations so they had a nice double room for us. Turned in about 12:30.

11/4/43 THURSDAY:

A beautiful sunny day in Poughkeepsie. Got up about 7:30. Had breakfast in the coffee shop — saw Dave Jones who is also down from Endicott. After breakfast I got a hair cut — Cliff & I got down to the plant about 9:30. Left Cliff at the upper gate & unloaded the jig & eye-glass-cleaner we had brought down from Endicott. Drove on down to the town Office bldg. & met Dave in his Office. We discussed training problems all morning — mostly the foremen conference program and Foreman's Manual. Had lunch with Leland Brown at 12:00 & discussed the same subject with him. After lunch drove up to upper bldg. Saw Mrs Dann about Dave's draft status — he has a 6 + deferment which means 6 months with the option of further deferment. That is as good as anyone has to-day. In fact I believe that is my present status. — I forgot I called Maloney in N.Y.C. as soon as I got in Dave's Office this morning & asked him about the Foreman Conference article in Modern Industry.

He couldn't give me any definite information but believed Mr. Davis was having the whole story killed. That made me feel somewhat relieved. Said he would call me back if he got anything definite. — At 2:30 Dave & I drove up town to the class rooms. I sat in on Don Remedy's Blueprint Reading Class. I even took the quiz he was giving — had some fun helping some of the members of the class. Dave & I also sat in on Miss Myers IBM Products Class, I gave a little talk to the class on the IBM Mobile Unit. Returned to the plant about 4:30. Saw Bill Main & Jim Hess — asked Bill about starting a series of Foremen Conferences & he gave his OK. I also saw Harry Steckler & had quite a chat on Job Training — Harry claims they have too many set-up men in the plant & not enough good job instructors who are able & willing to extend the training of the operator to the point where he or she can set-up their own machine. Told Harry we would cooperate with he & the foremen in correcting the situation & suggested he have the foremen designate a competent man to be his assistant on training & to be the Job Instructor. Sat in on Hal Weeks class at 6:30 in drawing. This course is given in the class room at the plant. Dave & I left at 7:00 — I drove up to the

Hotel - cleaned up a bit & at 7:30 met Dave & Dave in the lobby. It was Dave's birthday so they were dining out. I had dinner with them in the Nelson House ~~dining~~ dinning room. At 8:30 Dave & I went across the street to the class room - sat in on the Shorthand Class for awhile & then sat in on Miss Rowe's IBM Products class. She asked me to say a few words to the class - I told them about the Mobile Unit & also answered some questions which were asked. After the class let out at 9:00 I talked with some of the people I know. Dave introduced me to Mr. who is the instructor in the Shorthand class. Went back to the Hotel about 9:20 - called Frank Bechel & drove out to his home 34 College Ave. I met Mrs Bechel & son Kermit. Frank & Kermit showed me the rather elaborate train layout they have in the basement. Gave me some extra track they had. Returned to the Hotel about 11:00 - wrote some of these notes - chatted with Cliff - he told me of his activities for the day. He had sent for Ralph Allen to come down to help him on the problem he has in guarding the rifle range. Cliff came in a sheet - I got a kick out of hearing him tell of his reactions to various situations. To-bed 12:00.

11/5/43 FRIDAY:

Warmer to-day but clear. Up at 7:00 - had breakfast at the Hotel - Cliff & I met Ralph Allen in the Coffee Shop & had breakfast with him. Ralph had come down last night from Endicott. He rode down to the plant with Cliff & me at 8:15. Met Dave at his Office - we spent some time on lining up a definite schedule to show Dame Bibby on the Foremen Conference. Sat in on Dave's Job Relations session at 10:00. About 10:30 I called Acton at Endicott & told him I had talked with Maloney Yesterday & didn't get much satisfaction. Dwayne said he had gotten the general impression while he was in N.Y. that the article would not be used. He suggested I call Maloney & if necessary take my file down on the subject to Art Davis. I called Maloney & asked him whether he wanted the file & he indicated he thought it had been mailed to N.Y. I told him I had it & that I would bring it to N.Y. to see he & Mr. Davis. Called the traffic manager & found I could get a train at 12:52. Called Cliff & told him I was going to N.Y.C. but would be back not later than 7:40 - would see him then. Called Bibby & learned he was going to N.Y. on the same train so I told him I would see him at the station. Sat in on the

end of Davis T.R.T. Session. Left about 12:10 for the Hotel - drove on down to the station and met Dave & Tom Fay who was with him. We went right into the dining car as soon as we got on the train. I had a swell chance to cover all the items I had on my list with Dave. I also told him about the article in Modern Industry. He seemed to get a big kick out of that. We got in Grand Central about 2:40. I took a taxi directly to 590 Madison Ave. & was ushered up to the 17th. Floor. Had a chat with Mr. Davis secretary Mrs. who assured me that the matter of the article on our Foreman Conference would be handled to our satisfaction with Modern Industry in as much as they would want to keep in our good graces for future advertising. Had to wait until about 4:30 to see Davis - Byrne Walker stopped by & I had a nice chat with him. Maloney came along about 4:30 & he went in with me to see Arch Davis. I was very much surprised when Arch told me that the magazine was printed & that he had been unable to have them take out the Foreman Conference article. He had talked with Wheeler the Vice President of Modern Industry - he called him again while I was in his office but could get no - where - it was just too late to recall it. Arch

told him that it was the first time in his experience that a publication went ahead on publishing material without getting actual approval. I showed Beck the file & went thru most of it with him. He agreed they had no approval to go ahead - but he told me I was wrong in allowing confidential material, such as minutes of a foreman's meeting to be given to someone outside of the organization. He was darn nice about it however and didn't seem a bit disturbed. He instructed me to grab all the issues of Modern Industry for Nov. as soon as they come in the plant & not allow them to be distributed. Also to let him know of any reaction that I get on the article from any source. He told me there was no need to worry about it - but to keep our fingers crossed. Left World Headquarters about 5:00. Took a bus down to 42nd. St. & walked over to Grand Central. Went to the Oyster Bar & had a dozen of well bay oysters on the half shell. Met Dave & Tom on the train - we got the 6:00 o'clock Wolverine out of Grand Central for Poughkeepsie. Dave wanted to know how I had made out & I painted as good a picture as possible to he & Tom. I don't want anyone to get the feeling that there is anything too wrong about it as that just make a bad situation worse. However I don't feel

how hopeful about it, for I believe there will be certain
reputations & God only knows what they will be. I sure
would like to tell Earnshaw what I think of him.
Had a nice chat with Dave on the way up to
Poughkeepsie - got in at 7:35. Drove Tom over to
his house - told him how sorry I was to hear
about his loosing his little daughter. - Got back
to the Hotel about 8:00 - met Cliff & Ralph in
the lobby. Called Dave at his home but couldn't
get him. Cliff told me he had called his wife
& told her we wouldn't be back until to-morrow &
asked her to call Mary. Therefore I gave up my
idea of calling Mary. Stopped over to the classroom.
Saw Wilbur who reminded me that Dave had a
T.R.T. Session at the plant from 8:00 to 10:00. I
sat in on Clair Clarke's Shop Math Class - gave
a little talk to the group. Also sat in on
Phil Andrews - Precision Measurement class and
spoke to his group briefly. Told the group about
the publication of our Prec. Measurement book. Re-
turned to the Hotel about 9:00 - tried to talk Cliff &
Ralph into going down to the plant with me but
they wanted to turn in early. I drove down to the
plant - stopped at upper plant & got a package for
Ralph & one which had come in for me. Sat in
on Dave's T.R.T. Session - After the session

at 10:00 I told Dave about my talk with Dave. My package was the Forman Manual from John Lambert which I asked Mrs. R. to send down. Left the plant about 10:45. Found myself locked out of my room when I got back to the Hotel. Believing Cliff had gone to bed I returned to the lobby & tried to wake him by the telephone. When he didn't answer I called Ralph & found he had left Cliff about 9:00 & Cliff was going to the drug store. Ralph & I couldn't imagine what had happened. I had the porter open the door with a pass key. Ralph came over to the room & we found Cliff's Hat & Coat on his bed but he wasn't in the room. While we were cracking our heads & wondering what had happened Cliff came walking in. He had decided to stop in to see the movie across the street & had taken the key with him. I had a lot of fun kidding Cliff about it. We spent nearly an hour just talking over our day's activity. Cliff sure has a problem at the rifle range. I was sure surprised that the condition there was so bad - it is a wonder someone hasn't been shot before this. It started raining to-night. To-bed 12:15. Cliff & I continued to talk even after turning in. Cliff sure is quite a talker

11/6/43 SATURDAY:

A foggy morning - Got up at 7:00 - had breakfast with Cliff and Ralph in the Coffee Shop. We left Poughkeepsie for home about 8:45 — took the road over the mountain — stopped at Hurd's Apple Farm & got 4 bushels of apples. I introduced Cliff & Ralph to Jerry. We sure had a load in the Buick. It was an unusual ride up over the mountain - a fog bank about half way up. When we got on top of the mountain we were on top of the fog. Cliff kept Ralph & I well entertained. Had a lot of fun kidding Cliff. Stopped at 12:00 at the Hancock Home for dinner in Hancock. Had a swell meal. Got back about 2:15 - drove Cliff over to West Endicott - then Ralph & I stopped back to the plant. I went in the school - Ray was still there - he showed me the new set-up they had made while I was gone for Buddy & Jean. They had Roger 2 in the basement & have taken Cliff Mitchell & Joe Shadleford down there with them. It leave our Factory School Office in nice shape - Ray seemed much pleased with it. I called Mary - was surprised to learn that Betty was up - came up with Winnie & Bea Atkinson. Drove Ralph over to his home & came on home about 3:00. Betty was here - showed her the slides I

had taken at the Hamels. Mary took the hair over to Lannie - she & Betty drove over to Binghamton - Mary wanted to get her Red suit & also new coat. I stayed home - listened to Cornell - Penn State football game on the radio & developed a film. About 5:30 Vannie stopped by for Betty - she had Bea & Mrs. Atkinson with her. They couldn't wait & drove on - Betty & Mary got back about 6:00 - Mary drove Betty on over to Atkinson. Had Coleen get Mary Lou & Barbara. I got cleaned & at 6:50 drove up to the Homestead for Mr. Dennett & Mr. Young. Picked up Mary on way back & drove on over to Binton after stopping for Clem & Lannie. Bill & Dot Dennis were also at the Binton. Very nice dinner party. Dwayne played a couple of recordings of a speech he made 2 years ago to demonstrate some points in public speaking to Clem Dad & I also are all students in his Speech for Executives class. He showed us some movies. I had a terrible headache & about 11:00 I was sick at my stomach so I had a bad evening. I don't know what is the matter with me. Left about 12:15 took the folks home - Mary rode along over to the Homestead. To-bed about 12:45. - I mentioned to Dwayne to-night I had gone to N.Y.C. & told him the article was to appear in Modern Industry

11/7/43 SUNDAY:

Got up about 8:30 - felt a little better this morning. Called Mrs. Atkinson about 10:30 told her we would be over to call about 12:30 & go to dinner with them at the Community. I spent some time here in my study this morning. About 12:30 I drove Mary & the kids over to the IBM Farm. It was a beautiful bright day & not too cool. Mr. & Mrs. Atkinson, Betty, Winnie, Ben & little Tony all walked up to the Barn with us. Ed stayed in the yard - Winnie had their Chow dog Chum on a leash. Boy he is a beast! He bites for well time. Returned to the home - read the paper - about 2:00 we drove over to Binghamton to the Community Coffee Shop. Had a swell dinner. After dinner we bid Betty, Winnie & Ben good-by - they had to return to the IBM Farm to get Winnie's car before leaving for New Jersey. Drove back to the home & took a nap. Got up at 6:00. Worked here in my study all evening preparing a report on a school activity for Mr. Arton. Had supper about 7:00. To-bed 11:15.

11/8/43. MONDAY:

A very rainy day - rained all day. Mary drove me down to the office at 8:15. Had Mrs. R. start typing the report on our school activity for Mr. Dillon. Had to attend some talk from Davis & Mac Elwee. At 9:00 I attended a Customer Administrative School opening - V. P. O'Donnell was there & spoke as did Austin, Dillon, Van & myself. Following this opening we all attended an opening of a Customer Engineer T.T.R. Class and each gave a short talk. After this session about 11:30 I spoke to Bob Austin about the Foremen Conference article in Modern Industry. We went in Van Borden's office & I told him the whole story. I suggested we stop the circulation of the magazine at Rochester & Washington Plants - he agreed & called the personnel depts. Mrs Fitzpatrick at Wash. & Mr. Davidson at Rochester to handle the situation. I told Bob I had seen Miss Frick four mail depts. this morning & had her posted to send the Magazines that come in here sent to me. Had a talk with Austin & Clemmons on the matter of firing Duke Davis - they agreed he must be fired. I also saw Dillon & explained it would be my recommendation to fire both Duke & Bob Reilly.

Had lunch at the cafeteria with Clem & Dwayne. At 1:30 I had a meeting of the group who take part in the Induction Program - Wm Irvine, Ray Jarvis, Bill Bailey, Peg Wright & Fred Lowe. We discussed plans for our new Induction Program which starts tomorrow morning. About 3:30 I made out the Removal Slip on Duke Dair & sent over to the Personal Dept. to see Borden Blackwell. I happened to see Bob Austin & he told me Duke had been over to see him - had told him I had let him & gave Bob the impression he was going to have to resign. I was surprised - Bob & I agreed Duke was aware of something in the air & had beaten the gun a bit. He told Duke his work had been reported unsatisfactory & told him he would check again next week. That changed things again. Told Clem when I went back - we had quite a laugh over it. Called Duke in my Office & gave him a sound talking to on the whole situation. Instructed him I was giving him another chance. Stayed at the Office & had a couple of sandwiches for dinner & supper. Mary stopped by about 7:45 - she had Edna & Fannie with her. We all went up to the Harmony Circle Meeting

at the noon hour. Dwayne gave a very
fine interesting talk on Planning. I saw
Mrs. Buckler & Mary had a chance to meet
her. It was a nice meeting. Rainy day
hard when we came out - Drove Jennie home -
Also took Rose home also was here with the children -
Read the paper - To-bed 11:15:

11/9/43 TUESDAY:

A clear cool day, but rainy this
morning. Drove down to the office at 7:20.
Had Mrs. R. help usher the new employees into
room 202 in the school for the induction session.
It was our first session on the new set-
up of inducting the new employee the first
day they are on the job and it went off
very well. We had 22 new employees - all
women. I gave the introductory talk - I felt
really in the ~~groove~~ groove & really enjoyed it.
It has been nearly a year since I first
started trying to get everyone interested in
having the Induction Program set-up this
way. At 9:00 I called a meeting of our
dept. & had Bruce Buckler[24] explain the
new set-up on the procedure to be followed
in ordering visual material for his dept

Checked back several times on the Induction Session – everything went off on schedule & everyone seemed much pleased with it. About 10:15 I went over to the laboratory & sat in on Mark I. R.T. session for the first group of engineers. The session was held in the new conference room on the second floor. I was really surprised to see how well the boys responded to the program. I called Charlie Cheney over to take a picture of the group. Spent some time with Earl Kaufman getting him lined up on the new method of ordering pictures taken for Precision Measurement Volume II. Had lunch at the cafeteria with Earl & Ray. After lunch I drove Earl down town & then drove on over to Union to the garage to see Mark about the muffler but he wasn't in. Stopped at Bob Stein to see him about the fender & he wasn't in. Stopped at Stickleys on the way back & paid a bill I owed. Then stopped at the hobby store – got a shy-line model freight station. This afternoon Ray Davis & I spent some time on the outline for the Induction Talk. Stanley Evans stopped in to see me. Clem, Ed & I walked over to the Bundy Bldg with Les Lang & Van to see the new I T R clam in operation. Les was complaining about

the terrible condition of it was bad. They have 50 fellows in the old recreation room all at tables working on machine (clocks) - the ventilation is bad as well as it being very crowded. We sure need more school space. At 5:30 I drove around to the meat locker & got some things for Mary & then drove home. - I forgot at 7:30 we had a meeting of the induction group in my office - Elmer Lewis, Peg Wright & Bill Bailey. We discussed how the session went this morning & agreed on a few changes that should be made. - Went to the P.T.A. Meeting at Harper ~~Hodge~~ school tonight with Clem & Fannie. Ben Moore talked on "The Right Kind" - a good talk. Had a social hour after the meeting - last Balcom Teacher Mrs. Lundell. Got home about 10:30. Read the paper & to bed 11:15. Mary & I looked over our old Christmas cards tonight - trying to decide on what we will have this year.

11/10/43 WEDNESDAY:

Had our first snow squall to-day. It snowed quite awhile this morning. Got up about 7:00 & walked over to Clemmons about 8:20. Rode down to the school with Clem. Had a very busy morning. Spent quite a bit of time with

Earl Kaufman trying to get him straightened out on taking some pictures for Precision Measurement Volume II. Had Bruce Bushler help us getting the new set-up on producing illustrations started. He called a meeting of Earl with the photographer. That seemed to just confuse Earl the more & honestly he nearly drove me nuts. It seems he just can't make a decision for himself - I never saw anything like it. He'll drive me crazy along with himself if things don't improve soon. I had lunch with Earl in the cafeteria this noon & after lunch we returned to my office where we had quite a heart to heart chat & I hope I have Earl straightened out a bit. He did a good job but God he is slow! At 2:00 I ~~drove~~ rode over to Binghamton with Clem - he got the 2:36 train for Chicago - I drove his car back. It wasn't working just right so he asked me to take it to the garage which I did. Stopped at Wells & Yeoman in Endicott - then drove back to the school. Called Sanford this afternoon at Poughkeepsie to discuss job training. Had quite a chat with Max on the same subject. Received an apologetic letter from Mr. Street of Modern Industry to-day covering the article on our Foreman Conference. I answered it, but only said a small fraction of what I should like to tell both he & Earnshaw. I wanted to show

the letter to B of A in but he was out of town. At 6:15 I drove Clem over to the Hotel to the Lion's Club Meeting. Spent quite a lot of time trying up things for the play we are sponsoring Friday night or Nov. 17 or 18th. Mr. Bill Hacox an old personal friend of Geo. F. Hansen talked to the club & told the boys many interesting events in Geo. F.'s life. Geo. Hansen had a meeting of our Publicity Committee for the play after the regular meeting. They also had a play rehearsal in the Hotel after the meeting. I drove home about 9:00 - stopped for some ice-cream. Stopped by the home & left my boy some ice-cream. Mary then rode over to Fannie's with me to leave Clem's car. We stopped in to see Fannie a few minutes & walked back to the home. The boys we had sent for at Avon came to-day. Mary & I opened them up & then put them in the attic. We are disappointed in most of them. Read the paper & to-bed at 11:00.

11/11/43 THURSDAY:

Was surprised to see the ground covered with snow this morning. It was a wet snow sticking to everything - very pretty. Drove down to the Office about 7:45. At 8:00 I sat

in on the Induction Session. Eleanor Irvine took over & gave the introductory talk for the first time - she did a good job. I helped her take half of the group to a time clock about 8:40 & gave them the story of punching their time card. About 10:00 I called Gordon Blackwell & arranged to interview Bob Sheridan. I went over to the personnel dept. to talk with him - I was very favorably impressed & I believe he would make me a good man on the preparation of lesson material. At 11:30 Paul Manieri came over - he helped me load up the projector & screen in my car. We took it over to Hotel Frederick where I set it up for the Rotary Club Meeting. Found there was no lens in the projector so I had to call Ray - he sent Mac Almon over with the other machine. The Rotary & Rotaryanns had a joint meeting so it was a large group. Paul & I were guest of Cy McElwain. Their speaker Colonel Jack Major was late in arriving - he drove in from Poughkeepsie this morning. As he explained he was a Kentucky Colonel & not a fighting colonel. He gave a humorous talk on his experience in the South Pacific where he was sent to entertain the soldiers. It was very good & really funny - his pictures were part color &

were excellent. I really enjoyed the session. Bruce Buckler helped Paul & I load up the equipment after the meeting. It was a long session - lasted until nearly 3:00. The motor was missing some so after I unloaded the equipment at the school I drove over to Marv at the garage in Union. He put in a new plug. I had him look at the muffler & he tells me I will have to have a new one - $8.50 installed. I stopped at Bob Stems on my way back & had him look at the fender - also asked him a price on painting the car - he wants $100.00 now - it goes up every time. He wants $20.00 to repaint just the hood & two fenders. Returned to the school about 3:30 - Larry Seigfried called this afternoon regarding a request for 400 cubic ft Precision Measurement which seemed to please Larry very much. About 5:00 I went over to the Painting Dept. to see Joe Reardon about Bob Sheridan. Joe claims he hates to loose Bob but is willing to see him get a better opportunity. He spoke very highly of Bob. Drove home about 6:15. After dinner this evening I read the papers - also did some work here in my study. It got much colder to-night - you could even notice it here in my study. To bed 11:20.

11/12/43 FRIDAY:

Got up about 7:30 – a cold morning. No school to-day for Barbara. Mary drove me down to the Office about 8:30. Called Steve Kasai & arranged to go over to Binghamton about to see Mr. Martin, manager of WNBF. Steve suggested we take Bill Lambe with us as Bill knew Mr. Martin & had done business with him. I called Mr. Martin & made an appointment to see him about 11:00. Steve drove over & took Bill & I with him about 10:45. Mr. Martin received us very graciously – Bill & he did some reminiscing about the time when Mr. Watson called on Martin at his Office – This set the stage for my request of Martin to give on Lion's Club Minstrel "Radio Night" a plug on the air. He said he would give us a few plugs but indicated he didn't want to give us advertising & then for us to pay someone else for it. After finishing our business Bill, Steve & I went down to the basement of the Arlington Hotel where they have their studios. We saw Ralph Card – he showed us around & at 11:45 allowed us to sit in on Ray Whitlock's news broadcast. We sat right in the studio with

him. It was very interesting and I enjoyed talking with Ray after the broadcast. Bill, Steve & I had lunch at the Olympia Tea Room. Steve stopped at Fowler Dept. Store - got back to the office about 2:00. Van called me in his office & told me about a report he had gotten from one of the Customer Engineers on Coal & Page who is the director of our Reno production "Reno High". It seems he is a "Fairy" & had approached the Customer Engineering Manager at the Hotel late evening. Van had called Al Boon & Al called in the Detroit Police. I was much concerned about the possible effect on our project & was glad when Van advised me that the Police Chief had elected to keep close tabs on the guy but let him go thru with the project. Bob Austin called this afternoon & advised me that Bill Fein had selected me to attend the American Management Association at the Hotel New Yorker on Tues. & Wed. of next week. I called Joe Reardon this afternoon & glad to hear Bob Reardon transferred a week from next Monday. Saw Bob Austin & showed him the letter I had written Mrs Hunt on the subject of the article on our Foreman Conference in the Nov. issue of Modern Industry. He told

me he had received letter from Washington Plant & Rochester Plant advising him that they did not get Modern Industry. Called Mary & had her step down for me about 6:00 – drove over to Preame for my suit – took Dayton the Custom Engineering instructor home on Water Blvd. I had received several letter today on the Junior Chamber of Commerce activity. After dinner to-night & after the children had gone asleep Mary & I went down to the Hotel to see the rehearsal of "Rockin Night" but the boys weren't there. We saw Frank & ordered a roasted turkey for Christmas. We stopped over to the High School but the boys weren't there either so we gave up. – stopped at the plant & I went in the main entrance to get a program of the A.M.A. Meeting which Bob Austin had promised to leave on Steve Konis desk. I couldn't find it so I called Steve but he didn't have it. Stopped & got some beer on the way home. Did some work here in my study to-night. To-bed 11:30.

11/13/43 SATURDAY:

Got up at 7:00 – drove over to Orion & took Edna, Jean & Nancy down to Endicott on my way to the office. Dwayne is still on his trip in the central west. Got to the

NOTE:- Wore my first report color to-day.

Office about 8:30. Wrote Stanford & Kenkaid about coming to Endicott on Dec. 9th. John Clayton called and said he had received my letter & outline on the Induction Session. He was much injured with it & said he wanted the same thing started at Washington. I told him I had sent an outline to La Mont. John also wants some foremen training started at the Wash. Plant. I told him I'd get to-gether on Dec. 9th. & he said he & La Mont would select a man from Plant #2 & have him here on that date. I was pleased to hear that. I called Walt La Bare this morning about the A.M.A Meeting in N.Y.C. & he is taking his wife so that makes me feel better about taking Mary. We learned John Barton is going down on the 6:30 train Mon. so we decided to do the same. I saw Bob Austin & found he had made reservations for Walt & myself also for the wife. Mr. Watson was at the plant this morning also Mrs. Watson. They are here for the Copley Dinner at the Country Club check in to-night. I had lunch in the cafeteria - ate with a group of the Custom Engineering Instructors. When I got back to my Office I found Mike Joyce & Ray. I asked Mike if he would like to go to lunch & he did so I took him

over to the cafeteria. We sat with Buckley & Spence. Bill Higgins joined us & Mike had a long chat with Bill on the subject of hypnotism. It was very interesting. We had a real snow squall about 1:30. Mike went back to the office with me & a little later I took him over to get a bus. Ray & I spent some time talking things over. Clem got back from Chicago & I talked with him for awhile. I invited Ray up to help me make pictures to-night. Stopped down to Shidler's about 2:30 & then drove home. Put on some old clothes & started right in setting up to paint - Ray stopped out about 4:30 - I had Ray put on some old clothes of mine & we both dived right in to the job. Took time out about 6:30 for dinner - a swell dinner. Ray was a real help - I painted & he developed - we both took turns at washing & drying prints. I also painted some for Ray. He had to leave about 10:30 - Tiffany helped me for awhile & turned in about 11:00. I gave up & closed shop about 11:30 - I know we had recorded our all time record in the number of pictures made for one evening for I am sure we had made over 100 - however I didn't make an exact count. Snow & cold to-night. To-bed 11:30

11/14/43 SUNDAY:

I was woken about 7:00 this morning by the telephone ringing, but by the time I got down stairs whoever it was calling had hung up. It was a very dull cold morning & snowing a little. I stayed up & finished drying the pictures I had washing from last night. Made a count & found Ray & I had printed 133 pictures. The largest number before at any one time was 96. About 8:30 Clem called & told me that Mr. Watson had called a foreman's meeting for 10:30 this morning. I knew then what the 6:00 call had been, someone had been trying to get me for the same purpose. I was much surprised to hear that Mr. Watson would call a meeting at the same time as Church. Clem didn't know what it was about. The amplifier wouldn't work when I turned it on last night - I called Ralph Allen this morning & managed to bring it down to the Office with me. Mary sent Babe to Sunday School with Jamie & Edna and the children. She wanted to go to church so she drove me down to the Office at about 10:00. Clem was already there & some of the foreman had arrived. Talked with Clem & Van - The gang was

all that seated in Room 202 at 10:30. Mr. Watson, Lewis, Gantner, Harris, Mr Elwain, Jepsen & Byrne Watson arrived about 3 minutes later. It was 10:45 before Mr. Watson came in the room. He was presented by Mr. Lewis - Mr. Watson read me a letter he had received from me & the employes about suspension by the foremen in under deferments. Mr. Watson gave a quite a "talking to" on the subject said he couldn't see how men who had been in the plant only 3 or 4 months could be considered irreplaceable. He instructed the foremen to keep only those men who were indispensable & irreplacable. He said in, I'm sure, not me, even Watson himself, could fill those requirements. Mr. Watson asked for remarks from the group & this was followed by long talk & silence, but Pete Fox spoke up & said a few words - a little later Earl Gillian did the same. It was a good meeting & Mr. Watson got around to stating that he wanted all men who were needed to get 3A protection & who could not be replaced, to be kept the job. It was a case of each foreman using his own judgement. Bill Lewis gave a good talk - mentioned Mr. Watson's two sons Tom & Dick who are in the service. He

also announced that Tom had just been promoted to Lieutenant Colonel. The meeting was over about 11:45. I waited in my office for awhile then went over to the control room in the plant to see Ralph Allen. He had my amplifier fixed - had to send home & have his son bring a tape out of the telefunken set he has at his home. Carried the unit back to my office - waited around hoping to get a ride home with Allen - he was in a meeting with Mr. Watson in Arton office. I called Mary about 1:15 & she drove down for me brought the kids with her. After dinner I worked here in my study for awhile dating the pictures Ray & I made last night. Also did some work I brought home from the office. About 5:00 I tested my amplifier & got my records etc. all lined up for the show to-night. The Buckles arrived about 7:15 & the Ryans & Tatchells arrived about 7:30. Mary had not met Ken Ryan & his wife before & the Buckles hadn't met the Tatchells. I showed Ray, Ken & Bruce my dark room set up. Ryans went to the evening showing movies & slides. Ken Tatchell ran projection & I took care of the sound. The boys seemed much impressed with the records

I keep on all my photographic work — seemed to enjoy seeing the film. I drove the Buckley down to Endicott about 11:20 — helped Mary with the dishes when I got home. Put my equipment away & To-bed 12:30.

11/15/43 MONDAY:

A very rainy & stormy day. Got up at 7:00 — at 8:00 I drove down to the plant — took the car on over to Union to the garage — the boy drove me back to the office & took the car back to have a new muffler installed. I had a very busy morning getting things lined up to be away to-morrow & Wednesday. Spent some time with Ray Davis getting plans laid for our Factory School Faculty Dinner next week. I discussed this with Clem & it looks now as though we will have to have it a week from Friday. At 11:30 the boy brought my car back & I took him back to the garage. Boy! It sure sounds better with the new muffler. Had lunch at the Cafeteria with Ray, Clem & Mr. Bennett. It snowed most all morning & things were a mess this noon. Mr. Frier called this morning & said the Modern Industry Magazine had arrived so I went over & got the five copies that had

come in - looked over the article on our Foreman Conference. It doesn't look good to me. I took one of the magazines over to Brad Austin - he read the article over & we & shook his head - said it wasn't too bad, but I still am quite concerned about it. At least I know Charlie Kirk will raise hell about it. Brad advised that I just leave a copy with Steve to give Kirk. Steve wasn't in so I didn't have a chance to see one. About 2:15 I drove on to Johnson City to get Mrs. Carpenter. It was still snowing hard & the roads are very slippery - what with my mouth tire. Stopped in Johnson City & got some ice cream for Mrs. Price. Couldn't get up the hill with the car - tried Hoover Ave & couldn't make it either so I had Mrs. Carpenter walk on up with the ice cream. I drove down to Smitty's Garage & borrowed a pair of chains & had him put them on. Drove up home, got the kids + Sally Kirk & Marion Clemons drove them all over to Price to the birthday party for Nancy. Boy, what a storm just soft packy snow & lots of it. Took my chains down to Smitty's & had him put them on. Drove around to my office - made a couple of telephone calls & drove home about 4:45. Loafed around & got things all set to leave for N.Y.C.

Grabbed a couple of sandwiches. At 5:30 I drove over to Alton to get the kids - Mrs. Alton had them all ready so I lost no time. It was still half rain & half snow. Mary & I drove right on over to Binghamton to the Erie station as our train was due at 6:31. We got there about 6:15 to find that it was 5 minutes late. I could have kicked myself for having not called the station. Drove down town had a sundae at the Olympia Ice Room - called Mrs. Saunders & told her what had happened. Then drove on down to Water St. & went in the second hand magazine store to kill some time. Put the car in the Arlington Hotel about 7:00 & walked over to the station to find that the train was still another half hour late. It finally arrived at 8:00 & the waited long some waiting for about 15 minutes before leaving. We located Mr. Barton on the train & sat with him. He had gotten down to the station early in Endicott & had the same wait. Enjoyed talking to Mr. Barton - he treated us as some other he had with him. About 11:00 we quit up & tried to get in position to sleep but I couldn't get comfortable. The train moved terribly slow. But what a trip! Finally got in to Jersey City at 2:00. Took a bus over to Penn Square - Mr. Barton went to the Dixie Hotel & we took a cab on to the Woodstock just a couple of blocks over. After we checked in

Mary & I were hungry so we walked just down the street to Toffenetti's for something to eat. We each had a dish of spaghetti - hot chocolate & cake - a full meal at 3:30 in the morning. I was surprised to see so much activity at that hour. Turned in about 3:20 - What a night!

11/16/43 Tuesday:

Walt LaBarre called about 8:30 - he & his wife had just arrived at the hotel - they had come down on the mid-night train. We got up dressed and met them in the lobby. I had never met Mrs. LaBarre & Mary didn't know either Walt or his wife. We all had breakfast together at the Woodstock. The girls then rode in the taxi with Walt & I down to the New Yorker. They went shopping & Walt and I checked in at the American Management Association Conference. I ran into George Wilcox at the registration desk - hadn't seen him in about 7 years. He is now with the New Britain Machine Co., New Britain Conn. The session of the conference to-day was on Production Control. Had a luncheon meeting at 12:30 sat with Geo. Wilcox, Mr. Barton, Walt, & Mr. Davis from 590 Madison Ave. At 2:30 we had our afternoon session - the

high-lite) then was the film - March of Time Film on the operation of the Jack & Heinz plant and a long talk by Bill Jack the president. He sure has his own ideas on how to handle personel. There were many questions asked from the audience after his talk. Walt & I took a taxi back to the Woodstock Hotel about 5:30. The girls had just returned from a busy day of shopping. Mary seemed to enjoy very much Arlene La Barre's company. I called Marguerite Johnson & arranged to meet she & Jim & go to dinner with them. I was surprised to find I had received a telegram from Mrs. R. asking both Walt & I to call Ray Davis. I went down & put in the call from Walt's room. Ray wanted to ask me about the deferment forms which must be returned tomorrow. I advised him to put in a 6+ deferment for he, Don Sweet & Myself. He wanted also to know whether Walt would take the Industrial Organization Class on Thursday in the place of Bill Lewis. Walt agreed to help us out. Clem called from 590 & wanted to get together with us but we couldn't work it out. Took a taxi 6:45 over to the Johnson's apartment 434 E 52nd St. Introduced the La Barés. They have a nice apartment. We walked over to a little restaurant

on 53rd St. - The Louis Jr. Had a swell dinner had the misfortune of breaking the side off one of my back teeth.
& a nice chat with Marguerite & Jimmy. Walt & I shipped out about 8:30 & took a taxi up to the New Yorker for the evening session of the A.M.A. Cof. It wasn't particularly interesting so we left about 9:30 & took a taxi back to the Johnson's apartment. Had a nice visit with Margaret & Jimmy. Jimmy is going into business himself next month will have an office at 120 Wall St. and have his own detective business. We took a taxi back to the Hotel about 10:45. Turned in about 11:30.

11/17/43 WEDNESDAY:

Got up at 7:30 - a swell day in New York City. Had breakfast with Walt & Arlene at Lafayette's about 8:30. Then we all took a taxi down to the New Yorker. Mary & Arlene had arranged to meet Margaret Johnson there to go shopping with them. Walt & I split up this morning, he attended the session on Production Control & I attended the ones on Foremanship & Training. There was a lot of praise given to the T.W.I. programs. The sessions were fairly interesting & I saw Geo. Wilcox again. Mr Baron was at the session. Oh yes! I saw some surprising news in the paper this morning.

It was announced Yesterday that Ruth Leach had been made Vice President of I B M - the first woman to hold a corporate position with the company. And Mary Schultz had been promoted to Asst. Vice President. Their picture was in the Herald Tribune. Walt & I had quite a discussion on the subject. - At 12:00 Walt & I met the girls in the lobby of the Hotel Yorker. While waiting for them I saw Miss Cotten from 5-90 introduced to Walt and also the girls. Margaret Johnson joined us for lunch - we went to the Oyster Bar at the Grand Central. Swell sea-food - Walt had never been there before. Took a taxi on up to 57th. St. We all went to Saratoga to look at toys. Separated from the La Bares there. Was disappointed in not being able to get a doll carriage for Mary Lou. Margaret walked down 5th. Ave. with us to Saks at 50th. St. Then we said good-by & separated. Mary & I went shopping for a scarf & glove for me - stopped in Lindleys at 46th. St. Didn't find what we wanted. Walked on back to the Hotel & got there at 3:00. Checked out at 3:30 - met Walt & Arlene in the lobby. Took a taxi on to the 23rd. St. Ferry & a Ferry to Hoboken. Got the 4:40 Lackawanna Chicagoan for Binghamton. It left on time & was on

Met ARCH DAVIS on the street.

schedule all the way. We had dinner on the train at 6:15. Got in Bing. about 9:30. Walt & I walked over to the Arlington Garage & got my car. The girls waited for us at the station - drove Walt & his wife over to their home - Mary & I got home about 10:00. Mrs. Carpenter was still up & decided she would stay for the night. The snow hadn't gone & my drive was not too good but I got in the garage o.k. Mrs. Atkinson had called so I called her & found she wants to go to New Jersey with us next week. Did some unpacking & reading the paper. To-bed 11:45.

11/18/43 THURSDAY:

A very cold morning - got up at 7:30. Took Mrs. Carpenter over to Johnson City before going to the Office about 9:00. Ray & I discussed the matter of deferments this morning - had a question on Don Sweet - spoke to Clem & he thought we shouldn't defer Don. Ray had put in a 6+ deferment on my advice from N.Y.C. I went over to see Bill Weisbrod about it - he was in conference in Katie's Office with Bill Lewis, Harris & Ralph LaTourette on the deferment list. I went in & they talked me out of having the deferment recalled on Don. Bill Lewis also spoke to

me about the letter I wrote him on our induction program. He wants the whole thing given to the foremen as a group. I had to agree that was the quickest way to do it. I told Bill a little about the A.M.A. Conference. I learned first thing this morning that Dick Eisenhart was in the plant. Called him at the main entrance & arranged to have lunch with him. After talking with Clem or Don I called Bill Wellnigh back & told him I wanted Don's deferment recalled. Don is listed as a chief clerk & all the chief clerks in the school have no deferment, therefore to be consistent I had to recall the deferment. Went over to see Bob Sheridan this morning, he had left an article he had written to show me how he could write. It looked very good. He is going to start with me Monday Morning. I had Paul Mancini come over at 12:00 - Homer Bookstaver brought Dick Eisenhart over & introduced him. Paul, Dick & I went down to the hotel for lunch. Dick had a lot to tell us about his Js. C. of C. work at Rochester. I learned that Dick is the son of the President of Bausch & Lomb Optical Co. & a real swell fellow. Drove back to the office after lunch & talked Jaycee and Executive Training for an hour or more. About 2:30 Dick went back to the plant. I called

Mr Donnel, president of Lions, & asked him about the minstrel "Rubin Hugh". He indicated it was pretty lousy. Steve Kasai stopped me & said he had seen the show last night & that it was terrible. Had quite a talk with Steve about the Modern Industry story on our Foreman Conference. Left him a copy of the magazine & told him the whole story. He assured me he would handle the matter with Kirk to my best advantage. Floyd Taylor stopped over with a suggestion for my consideration. At 4:30 I sat in on Walt LaBarre's talk to the class in Industrial Organization. Had to slip out of the class early. Dick Eisenhart stopped back about 5:00 to say good-by. Bruce & Ken got started to-day shooting some movies in the plant. I saw their set-up in the Personnel Dept. At 6:15 I drove home. Mary & I went down to see the Lion's show at 8:00 at the High School. Stopped around to Cullen's & got the little baby stroller we had loaned them. The show was better than I had expected - I had heard it was so bad that I wasn't expecting much. We left before it finished because it was too long. Came home at 10:30. Sampled the blackberry pie that Clara had brought us this evening. Did some work here in my study. To-bed 12:00.

11/19/43 FRIDAY.

A bright day — up at 7:20 — drove down to the Office at 8:00. Had a busy morning. Arton returned from several days out of town. I spoke to him first thing about our Factory School Faculty Dinner on next Friday Night at the Homestead. He suggested we have it on Wednesday so Ray & I are going ahead on that basis. I told Dwayne I had discussed this matter with Clem in his absence & boy did he jump on that to tell me that I want to take any matters to Clem — that he had nothing to do with my division of Factory & General Education. I was glad to hear Dwayne say that — but explained I had only checked on possible conflict with activity in Clem's division. Dwayne also pointed out that the really big things in store for our Dept. of Education would have to grow out of our Factory Schools. I took the occasion to had a private session with Ray following my talk with Arton to make sure Ray understood these things. Had lunch at the cafeteria with Ray & Earl — after lunch Cliff Burns returned to my Office with me & we discussed the induction session Ray wants us to give the foremen. Dwayne stopped in the office about 1:30 & asked about the movie taking project, I told him they

were shooting over in the 405 assembly dept. We walked over to see how things were going. Found 14 people just standing around looking at the movie staff. Dwayne was much disturbed about it. I called the foreman over & had him put the people back to work. It was interesting to watch Bruce direct the taking of a shot. About 2:30 I had Furman of the rationing committee go out to the parking lot to look at my tire. He agreed two of them should be recapped. Drove down town & went to Dr Tynessen's office to see about my broken tooth. I was disappointed a bit in the dentist himself but perhaps his work is OK. He found the tooth dead & said it was best to have it pulled - have an appointment for Dec. 3rd. Got a hair cut while I was down town. Drove over to Smith's Garage & had my spare put on in place of the tire I'm having recapped. Met Frank Brunner as I got back so Frank had me put the tire & wheel in his car & he would give it to Furman. I had Valla work in my office this afternoon - Mrs. Reardon had the afternoon off. Worked some with Earl Kaufman. Drove home about 6:15. Did some work here in my study this evening. To-bed 11:45.

11/20/43 SATURDAY:

A very foggy morning. Up at 7:00 - drove down to the plant at 8:00. Left my car at Smith's Garage to be washed & greased. Walked over to the school. Valla Brunner acted as my secretary in Mrs. Brandon's absence this morning. Had quite a talk with Dwayne - told him about getting Bob Sheridan to help me on lesson material & showed him the material Bob had written. He wasn't impressed at all. A Mr. Slack from the Carrier Corp. in Syracuse had a group of 9 apprentice students in to visit our school to-day. Mac took them over to the tool room. I had lunch with them at the cafeteria. Mr. Slack stopped in my office after lunch & I told him about our factory school program. He seemed much impressed. The boys certainly were impressed with the tool room - they even wanted to know how they could get a job here at IBM. Earl Kaufman & I spent some time this afternoon going over the material on Precision Measurement Volume II. Had quite a talk with Earl - he is so terribly slow. He became quite disturbed & told me he was not able to do the job any faster. I will say what results he does produce are good. Walked over to Smith's Garage & got my car about 1:00. Drove home at 2:30 - Mary

was ready & we drove in over to Binghamton to do some shopping. Colene stayed with the children. Went to Russ' & got the paper for my Christmas Card. Russ gave me a movie film on the 3 Bears to show the kids. Mary & I stopped over to the meat locker in Endicott before coming home, also stopped by Smith's Garage & borrowed a wrench to use in taking off the wheels of the car. Got home about 5:30 - showed Bobs, Mary Lou & Colene the movie of the 3 Bears. It was a cute film & very well done. I called Russ to tell him about it & he said he wanted the children to have it as a Christmas Present. This evening I took the two rear wheels off the car & brought them in the kitchen - painted the white side walls - gave them two coats - they are badly cracked & I'm hopeful that the paint will help preserve them. Cracked some walnuts for Mary this evening & helped her make a batch of fudge. We bought a persimon & a pomegranate at the fruit stand this afternoon in Binghamton. Mary & I ate the Persimon this evening - the first one we had ever eaten. It was only fair. Read the paper & life magazine. To bed 11:45.

11/21/43 SUNDAY:

A cloudy rainy day. Got up at 8:00. After breakfast I put the two rear wheels which I had in the kitchen back on the truck. Then I took the one front wheel & brought it in the kitchen & painted the white side wall. Worked in my study most of the morning making an outline for a talk on "Human Relations" in Industry for my class Monday Night. About 12:00 I gave the tire another coat of white paint. Bab & I started Building the model water tower. Johnny Moser stopped in, I showed him the model we were building & asked him if he would like to build one - he said he would so I gave him the garage to assemble. Johnny is going to take care of our heater while we are gone to N. J. next week. Had sweetbreads for dinner - yum yum! Put the wheel on the car after dinner. Worked here in the study & about 3:00 - dressed and shaved. Charlie Cheney called about 3:30 said it was too dull to take the pictures so I told him to bring a flash gun & we would take them inside. He & Roy his brother came about 4:00. Roy had his little girl Joan with him. Charlie had some trouble with the flash outfit but we finally got the pictures & Bab & Mary Lou for the Christmas Card.

Mary & I ate the pokeweed this afternoon. It was pretty rotten - but we didn't like it anyway. I never would get another. It was the first one we had ever eaten. Had supper about 5:30. Read the sunday paper. Worked here in my study to-night on the speed. To-bed 11:00.

11/22/43 MONDAY:

A cold snowy day - up at 7:00 & drove down to the plant at 8:00. Bob Sheridan started in my department this morning. I am giving him the job of revising the Blueprint Reading material. Went over some of the material with him & then turned him over to Ray Jarvis. I am having Ray assist him on the project as Ray is teaching Blueprint Reading & is in a position to do a good job. Had a busy morning with correspondence. At 12:00 I went up to see Alton, got his approval on going down home for Thanksgiving & also on going into New York City the first 3 days of next week. Drove home at 12:15 for lunch. Mary had to go to Binghamton this afternoon. She drove & me back to the office at 1:15. I had Mary stop at Tom Lawlers in Bing. to get the tire I had recapped. She called

& said it wasn't ready. Mac started a T.I.T. session for a group from the school to-day. Had to talk Mrs Dimmitt into attending the session. I called Geo Weston over to the Office this afternoon & got him started on the revision of our book on Shop Terms. He is going to work part time on it. Mac Almon stopped in the Office this afternoon & told me some interesting & rather alarming things. First some of the report he had gotten on the teaching done by our Factory School Instructors was very unfavorable. Second, he intimated some of the fellows in Acton's "Speech for Executives" class were dropping out — dissatisfied with the course. I could understand that as Dwayne does too much of the talking himself & is constantly putting himself up as the glaring example. He's even worse than Jim Cavanaugh in that respect. I called Ray in the Office & discussed the matter with him. We are going to do something about the first but are both stumped on the latter. Duke stopped in to-day & told me about him being to the doctor — he has a torn cartilage in his knee & was told to keep off his feet — a fine thing when our job for him is running errands. I called Bob Austin & he is going to talk

with Duke as soon as he has had a chance to talk to his father. I stayed at the Office to-night. About 6:00 Clem, Ray & I went over to the cafeteria & ate. Luckily found us eye with a nice cold plate. Talked with Van when I got back to the Office & worked some on my speech. Ray & I were both worried as to the possible number who would show up to Dwayne's class to-night. I even debated whether to call it off. As it was only 9 showed up at 8 and 4 of them were from the school - Clem, Van, Lone Anderson & myself. As usual Dwayne talked for 47 minutes before letting anyone in the group talk. We had a blackout about 9:00 which lasted until nearly 9:45. We pulled the blackout curtains & continued the class until about 10:0. Got a ride home with Dwayne - he took Mrs. Hester & Lone to the college first. Clem rode home with him too. Johnny Anson had brought back the model garage all assembled in good order. I guess I will let him go ahead on the rest of the week. Talked to Mary, wrote these notes & to-bed at 11:30.

Forgot:- Went over to see Harold Pitkin this morning, head of the Mach. Accts. Dept., about transferring Joe Norris back to our dept. to replace Jeanette who is going to resigne next month. Talked with Joe - he is going to let me know.

11/23/43 TUESDAY:

A very windy, snowy day - up at 7:00 - Mary kept Bab home from school today, she has a bad cold. At 8:30 I drove over to Binghamton to Tom Lewis to get my recapped tire. I was disappointed to find they had put on a ribbed tread instead of a traction grip. Had the tire put on the front & left another tire to be recapped. Stopped at H. Littlell's to get my tires but they hadn't come in. Stopped at Smiley's for gas on my way back to the plant. Got to my office about 9:30. Had a busy morning - transferred what film was left to the new Visual Aids Dept. Turned it over to Ken Space. Had lunch this noon at the cafeteria with Van Borden & Geo. Metz. Geo. was up for the Customer Engineering Graduation to-night. Told us about his new son. About 1:00 I drove over to Binghamton Lackawanna Station to meet Dean Spencer of Syracuse. He arrived at 1:45. A very stormy afternoon, windy - half rain & half snow. Drove Mr. Spencer back to the school & showed him our dept. of Education. Dwayne had me take him for a tour of part of the factory. Enjoyed very much talking with Mr. Spencer - he was much impressed by our set-up. Ray Jarvis' foot bothered him

so much he went home early this afternoon. Clem rode home with me at 5:30. Cleaned up a bit & about 6:45 Mary & I rode up to the Homestead with Clem, Lonnie & Lonnie's brother who is in the Navy. It was a nice party - graduates 38 Customer Engineer. Dean Spencer gave a very good talk. Stayed around after the dinner & talked with the group & Mr. Spencer. Came home with Clem & Lonnie about 11:15. To-bed 11:45.

11/24/43 WEDNESDAY:

A cold snowy day. Got up at 7:00, drove down to the Office at 8:00. Had a very busy day getting ready for our Factory School Faculty Dinner to-night. Stopped up to the Homestead at 8:00 before coming down to the Office. I wanted to see Dwayne about the Meeting to-night. Had a lot of last minute things to do to-day what with the party to-night & then leaving to-morrow for about a week. Joe & Jimmie stopped over this morning about the job in our dept. Ray & I talked the whole situation over with him. Had lunch at the cafeteria. About 1:00 I drove over to Binghamton to get another recapped tire at Lou Fowler's.

On the way back the motor started squeeking so I drove on over to the Union Garage & left the car. The oil line to the motor head was stopped up again. Spent most of the afternoon getting my notes arranged for the meeting to-night. The man brought my car at 5:00 - I took him back to the garage & then stopped around to the meat locker. Drove home about 5:30. Shaved & cleaned up for our Factory School Family Dinner & at 6:30 I drove on up to the Homestead. We had a nice turn out to our dinner. Charlie Fink called & said he would be late & not to wait for him for dinner. We started right on time at 7:00. Had a swell Turkey dinner. It was a very good meeting all the way around. I called on Ray to tell the group a little about the series of Extension Conferences which are announced by this dinner. Bill Lewis gave a good talk & a fine plug for our work in Factory School. Mr. Fink also gave an interesting talk & indicated his appreciation for the work in our dept. Then Dwayne topped the evening off with one of the finest talks I have ever heard him give. I was very much pleased with the whole meeting. Had a group picture taken of all those present at the close

of the meeting. Then was Stein ides & I think a good one. Drove Jim Ravenz home in Endwell on my way home at 10:45. Jim gave me a few points on my speaking tech-nique & indicated I had handled the meeting very well. Got home about 11:00. Mary was still working on getting things lined up to leave in the morning. I did some grading & turned in about 11:45. Mary & I had quite a laugh over the amount of things we had set out to be loaded in the car to-morrow morning. I have my doubts whether we can get them all in.

11/25/43 THURSDAY: THANKSGIVING DAY

Got up at 5:00 and spent two very busy hours getting everything packed & loaded in the car to leave for West Jersey. I also helped Mary with cleaning up the house. Mr. Atkinson brought Mrs. Atkinson over about 7:00. We left about 7:10. It was a beautiful morning - dark yet when we left but the stars were out bright. A cold morning & my car heater didn't give much heat as the thermostat apparently didn't work. Made good time - got down to Mothers about 11:00. Stopped over

to Winnie's & left Mrs. Atkinson first. Was glad to see Mother & Eleanor again. I unpacked some of the things then drove on down to see Dad & Betty and to leave a box of presents from our frozen food locker which I brought with us from Endicott. There was no one home - Dad & Betty had gone to the city apparently for Thanksgiving Dinner. I got in the house & put the presents in the refrigerator. Left a couple of chairs turned over in the kitchen to bid Betty. Mother had a swell chicken dinner for us with all the trimmings. Kay & her two girls were here with us. Bill was working & wasn't home. Spent a very lazy afternoon. Took a wheel off my car & brought it in the house to paint the side wall. Took a couple of pictures of the kids - kodachrome slides. Also showed the folks some movies & slides on the small screen. Showed Eleanor the slides I had taken of she & Jack before Jack left for the navy. Mother tells us that she thinks Johnny is in England now. About 5:00 I drove down to Kays when she went home. Helped her with Sandra's playpen. Got some cleaning fluid from Kay to use on the white sidewall. Stopped at Anna's & gave her the

pictures I had painted for her. Showed mother some movies this evening. Did some editing the movies of Dad & Wm. Hummel in the Hay Field. Put two coats of white paint on the one tire this evening. About 10:30 Mother & Mary rode down to Sheridan's with me to get a quart of ice cream. We had the peaches Mary & I had brought from our locker — on the ice cream. It sure has been a beautiful day. Warm & bright — no snow here in N.D. at all. Just north & Endicott they have had as much as 20" of snow according to the reports. Didn't get my splicing & editing finished this evening. To-bed 11:45.

11/26/43 FRIDAY:

Got up about 8:30 — another beautiful bright warm day. After breakfast I finished editing the film, then shaved & about 10:00 I drove down to see Dad & Betty. Took Shirley with me. Betty showed me a letter she had gotten from Russ. He has been in much of the action on the South Pacific Islands as a member of the 135th. Field Artillery Unit. Dad came down from the field — told me all about the first day of hunting he & Hummel

had there on the farm. Dad shot 10 rabbits & the rest of the party got 1. Dad took me for a little hunting spree in the meadows just below the house - let me carry his 12 gauge gun & he carried a rifle. We took Shelby with us. He isn't much of a hunting dog. I was much surprised & very much pleased to get two nice rabbits. Dad said he thought there were a couple of rabbits in those fields & sure enough there were just two. Its amazing how he knows where the game is. Dad saw the second rabbit sitting so he took a shot at it with the rifle but it ran & I got it with the shot gun. It sure was good sport. Had dinner with Dad & Betty. Betty had fried rabbit - very good. Had Dad take a couple of pictures of me with the rabbits. Called Ada Mae Yeic & told her we would be down to see her this afternoon. Drove back to Mother's got Mary & about 3:00 we left for Dunellen & Ada's. Had some trouble finding the place. Its just a mile from New Market. A very nice old farm place, much nicer than I had expected. Ada showed us all thru the house & showed us the work they had done on it. I took a picture of the place.

Mac didn't get home until about 5:20 & then had to leave with some friends to go to Howard so I only saw him a few minutes. Mac came driving in with a big beautiful Irish Setter in his car. Told Ada it had come into his office to-day - just a likely story. Mac said he would be in New York on Monday so I plan to see him then. Called Jack Agger at his store & found it was open until 9:00. Mary & I drove on down to Cranford - stopped in Westfield to call Della & Ralph - they wanted us to come down Sunday. We leaned from the gas station attendant where we called that the Limpies had moved to Connecticut. We had planned to call on them. Found Jack in his store & enjoyed looking over his wares. We were surprised to see Honey, Ray & the boys come walking in about 7:30. They were surprised to see us too. Had a nice visit & arranged to all get together at Jack & Dot's. Mary & I drove on over to Dot's about 8:00. I got my movie & slide equipment all set up - the rest of the folks finally showed up about 9:45. Showed some of the old time movies taken 6 years ago as well as the new ones. Ray & his family left about 11:00. Mary & I stayed & visited with Dot & Jack. Left

for home about 12:00. Got home about 1:00. We began to realize we hadn't had any supper so we made a chicken sandwich & had a piece of mince pie. To-bed about 1:30.

11/27/43 SATURDAY:

Got up about 9:00. Colder & windy to-day After breakfast I tried to fix the pump for Mother. It wouldn't start & Mother had no water. Finally I drove over to Haynes' Farm to get Bill. He & his two men were running the corn picker. It was the first I had ever seen a corn picker work. The field in which Bill was working was right next to the Dobel Monument. Bill walked around it with me. It was the first I had ever been by it. Bill came back to the barn & I helped him fix the pump. Changed some tires around on the car. Brought one tire in the house to be painted - the first ones I had recapped. Had dinner here with Mother & the folks. After dinner I drove up to Clinton - Mary went with me to do some shopping. Stopped at Bill & Emma's on the way back. Bill & his two men were listening to the Army & Navy football game. Little Billy had some fun playing with Schultz. Mary & I

took a ride up by the Boys Reformatory & around by Geo Youngs place. We were surprised to see so many nice places up in that road. I painted the tie this afternoon & listened to the Army & Navy game. Navy won 13-0. Did some work on my slides this afternoon. After supper I dressed up some & about 7:30 Mary & I stopped down to get Dad & Betty. We all went over to Hummels this evening. I showed them the slides I had taken in their house the last time I was down. Mr. Hummel was very much pleased with them. Also showed some movies. Had a very enjoyable evening. We took Schultz with us & he had some fun playing with the pups they have. He also saw his Mother & Father which didn't mean much to Schultz. Came home about 11:30 — got back to Mollie's about 12:00 — To-bed 12:15.

11/28/43 SUNDAY:

A beautiful bright day. Got up about 9:00. I slept with Barbara last night — she has a bad cold — coughed a lot during the night. She seemed to be better to-day. About 10:15 I drove down to see Dad & Betty. Dad & I had planned to go down to see Bryan but he had been

up to see Dad this morning. Therefore Dad & I drove over to the Whitney Farm - took over a bag of salt for Max. I took a picture of Mary's birthplace in Lamington on the way over. Also took a couple of pictures over on the farm. Saw Max and Bill the hired man. Got back about 11:30 & drove back up to Mother's. The water pump wouldn't work so I drove up to see Bill - Pete came down & fixed. Mother had a chicken dinner for us. After dinner I took a couple of pictures of Babs & Mary Lou in their new red snow suits. I loaded a black & white film cartridge & drove down to take a couple pictures of Betty in her new overcoat. I stayed here with Babs & Mary Lou this afternoon while Mary took Mother & Eleanor down to Annas'. I took a nap. Mary & the folks came back about 6:00. Babs & I did some work on a model house. Did some reading this evening. About 11:00 Mary & Mother rode down to Brendan's with me to get some ice cream. Had ice cream & pie. To-bed 11:45.

11/29/43 MONDAY:

Got up about 7:40 - slept with Barbara again last night - the poor kid has a bad cold.

Hurried around & got ready to leave for New York. After breakfast Mary drove me up to Clinton to get the 8:30 bus. It was a lovely bright cool morning. I wore my new black overcoat & homburg for the first time. Boy did I feel dressed up! The folks at home said I looked like a doctor, but I felt worse. Was surprised to meet Edward Eick at the bus terminal in Clinton. He told me he had just announced his engagement & introduced me to his wife to be – a little plump girl who apparently works there in the terminal. I had a very comfortable ride into New York on the bus & quite enjoyed it. Arrived at the Dixie Hotel Terminal on 42 nd. St. about 10:45. I called Mrs. Pritchard at 593 to see whether she had any reservation for the ASME Luncheon. She didn't so I called the ASME Bldg. & was told I should call the Pennsylvania Hotel. I couldn't get reservation but was told I could listen to the talk from the balcony. Then took a cab over to the New Yorker & tried to check-in but they had no room so I just checked my bag. Walked on over to the Hotel Pennsylvania as it was nearly 12:00. Went up to the ASME registration desk & was pleased to meet Johnny Bangs. Had a nice chat with Johnny & he helped me get a ticket for the luncheon. I kept looking around for Mrs. Yeie and also

Mac Almon but couldn't locate either. Went into the luncheon with Johnny Bangs. It was a swell meal & Dr. Charles F. Kettering, Vice-Pres., Director of Research, General Motors Corp. gave an excellent talk on - "Is it Possible to Develop Invention"? His talk was quite humorous. It was the first I had ever heard Kettering speak. I can now understand why you hear him quoted so much. After the luncheon I met my old friend Colonel Evans from Poughkeepsie. Johnny Bangs had me go up to his room with him to read the paper he is to give to-morrow at the Management Luncheon on "The Job Ahead of Management". It sounded very good - we had a little discussion on it. I also saw Dr. Lillian Gilbreth after the luncheon & spoke to her briefly. Walked back over to the New Yorker about 3:30. Could not get a room yet. Called Mac's room & found him in. His wife was resting so he came down to the lobby to meet me - had a couple of letters for me. We went up in the Mezzanine to talk things over. One letter was from Mr. Kirk advising me that Mr. Watson had asked him to invite me to attend the National Association of Manufacturers' Second War Congress of Am. Industry on Dec. 8th, 9th & 10th.

I'll not be able to attend the 9th due to the training conference I had planned at Endicott. The other letter was from Mr. Orton telling me about the conference he had with Kirk, Bibby & Lewis regarding the plan which Charley Kirk referred to at our banquet last Wednesday night that of training each employee to do their own set-up & inspection work on their job. Orton calls it the "Master Machine Worker Training Plan. In my absence Friday Dwayne called Mr Olson in on the conference so Mr had the detail of the whole thing. See I wish I could have been there! It seems everytime I go away some major issue such as this comes up. Mr & I both agree that the proposed program is a mighty large one & presents a lot of hasty problems. Sent following wire to Mr. R.
"Can attend NAM Congress only on Dec. 10th. Will be back Thursday Morning - advise Orton."
Dwayne had suggested in his letter that I stop in to see Mr. Taylor who is President of New Manuscripts the outfit who is producing the manual on the Bombardier Trainer at the neat little figure of Forty thousand Dollars ($40,000.00) I called Mr. Taylor & made an appointment - Mr & I took a taxi up to 101 Pk. Ave. & met

Mr. Taylor. He was most congenial & certainly beat on making an impression on both of us. He showed us thru their establishment which was much better than I had expected. Apparently they are able to produce a very nice job. Took a cab back to the New Yorker about 6:00. Still could not get a room! Waited around the lobby for awhile - had dinner in the Empire Coffee Shop at the New Yorker - then did some more waiting. Still couldn't get a room so about 7:30 I walked on over to the Hotel Pennsylvania for the evening session of the ASME Convention. Met Mac there - we took in the session on Ingenuity. It was rather disappointing to both of us. We both left about 9:30. Mac planned to meet his wife so I hurried back to the Hotel New Yorker to try again for a room. The same old story, people lined up at all four windows & no room. The Assistant Hotel Manager came along & the fellow ahead of me in line asked him what the chances were of getting a room & he advised us to get one somewhere else & offered to call the Hotel Lincoln. We took him up on it. Boy I sure was sore! After waiting all day & then to be turned down. I told him what I thought about it & offered some constructive criticism which I don't think was appreciated. Took a cab with the other ~~people~~ Mr. & Mrs. Miller over to the Lincoln.

Had to wait in line there for 20 & 30 minutes. Finally got checked in about 11:00. This is definitely a second rate Hotel. First found no towels or toilet paper in my room - called the house keeper & got that fixed up. Went down to the drug store for a soda & when I got back called Mac & told him what had happened & where I was located. Went to take a shave & found there was no soap then tried to write the notes & found there was no ink. I swear it was nearly 12:00 before I was settled & had the things I needed. This is the worst I had ever experienced, although considering what the boys at the front have to go through I suppose we shouldn't complain. Took a shower - wrote these notes & to bed 1:00.

11/30/43 TUESDAY:

Got up at 8:15 - dressed & had breakfast in the cafeteria here in the Lincoln Hotel. It was snowing a little - took a cab down to the Pennsylvania Hotel at 9:30. Met Mac there at the Ball Room where we attended the ASME session on Education and Training the subject being "Technical Training of Women for War Industries" Mr. L. J. Fletcher - Dir. of Training, Caterpillar Tractor Co. was chairman of the session. Mac had met him before so he introduced me after the session.

I also introduced myself to Prof. Yellott of Illinois Inst. of Tech. with whom I have corresponded & who we granted permission to reprint our book on Precision Measurement. He told me it had proven a God send in their training program. It was a fairly good session - Prof. Yellott's talk was especially good. At 12:30 Mac & I attended the Management Luncheon which was held in the Roof Garden of the Pennsylvania. A very nice place. There was a number of short talks on the subject "The Jobs Ahead of Management". Among those who spoke were Johnny Sayre & Dr. Lillian Gilbreth. After the luncheon - about 2:15 I left to do some shopping. Walked over to Bimbels, Sachs 34th St. & Macys - got myself gloves, scarf & handkerchiefs etc. Also got a couple skyline models - one a school house Barbara said she wanted. About 4:45 I walked on up to 44th St. & came over to the Hotel. When I looked over the skyline models I decided I didn't want the one & the school house wasn't complete - it was only 5:30 so I hurried down to Macys & exchanged the school & then over to Bimbels & returned the other. Just got under the wire as the stores close at 6:00. Took a bus up to 42nd St. & walked over to the Grand Central. Had dinner at the Oyster Bar. Then walked

back over to Broadway & stopped in to see an old time picture just to see Virginia Bruce - she always reminds me so much of Mary. The picture was called "Life Face Up". Soon after I got settled in the theater I remembered I was to call Mary this evening at 7:00. I couldn't enjoy the show. Walked over to the Hotel at 10:00 & called Lebanon. Mary scolded me about forgetting to call at 7:00. Told her I would be out to Lebanon at 1:00 tomorrow. Went down to the drug store. Wrote a letter to Mac Niece this evening - took a shower - wrote these notes & to - bed 12:00.

DECEMBER 1943

12/1/43 WEDNESDAY:

A clear cool day. Got up at 8:00. Had breakfast in the cafeteria at the Lincoln Hotel. Then checked out & took a cab over to the Dixie Bus Depot where I checked my bag & bought a ticket to Lebanon. Took a cab on down to the Pennsylvania & made it by 9:30. Met Mac Almon also saw Sterling Madge & Mr. Fletcher. Mac also introduced me to Dr. Harper of Wyoming Polt. Inst. who is the man back of the Apprentice Training Meeting which Mac is attending to-morrow & Friday. The morning session on Rehabilitation Training was late getting started - scheduled for 9:30 & started at 10:00. Dr. Vonachen of Caterpillar Tractor Co. presented their plan for Rehabilitation Training - also showed a moving picture called "Winning Against Odds." I had to leave about 10:35. Took a cab right up to the Dixie Hotel. Had plenty of time to catch the 11:00 o'clock bus out to Lebanon. Made good time & got out to Van Derbeeke about 1:00 o'clock. Many of the children received me with open arms. Mother had waited dinner for me - we had a swell beef steak dinner. Called Betty to say good-by. Dad was up to the bank at

Calfon. Betty had our christmas present so she drove up about 2:00 & gave it to us. I had Mary take a couple of pictures of me in my Hamburg & new coat & vest. Finally got the car all loaded up & away about 3:00. Poor little Mary Lou has a very bad cold. The car started skipping in the Water Gap. Had to stop in Stroudsburg & have the plugs cleaned at the Buick place. The fellow took them all out even though it was just one plug that was bad. Took us about a half hour. Then stopped in Scranton for some supper. Got back here about 8:00. The old place sure looked good. Took about an hour to get settled & unpacked. Read the papers - wrote up some notes & To-bed 11:00.

12/2/43 THURSDAY:

A clear cool day. Got up about 7:20 - drove down to the office at 8:15. Had a very busy day - it is surprising how work piles up when you are away a few days. Helen Marie Dunn called from Poughkeepsie this morning to tell me that they had recalled Dave's deferment & had asked for only one month. I was sure surprised to hear it.

It looks like I'm going to have to replace Dave & that not going to be easy. John Genhard called this morning from Rochester - told John to cancel our plans for the 9th. in view of his being here on Mon. for Mr. Orton's conference. Also called Dave & told him of our changed plans - didn't mention the deferment situation as I shall see him on Monday. Saw Mr. Orton & told him about Dave. Had another surprise, Dewayne told me he had orders that all male clerks would eventually have to be transferred to the shop to work on machines. Spent quite some time with Ray - I was glad to learn that the reaction to our Factory School & Faculty Dinner had been very favorable. Ray had some things to discuss with both me & Duke so we met in Van's office. Duke had let some things slip again. I told him we just couldn't keep on & would see Austin to-day. Went over to see Bud & he arranged with Blackwell to handle the thing on next Monday sure. He is still hopeful Duke will resign or perhaps him later suggest his getting a job some other place. Ray told me that Joe Horie had accepted the job in our dept. to replace Jeannette. Had lunch at the cafeteria with Ray. Bert Upham stopped in after lunch

& had a couple of good suggestion to give me - one on a course in Human Engineering & the other on Foremen Training. About 3:00 Dwayne dashed in my Office & asked me to drive him down to the doctor he had a dental appointment. I drove him down to Dr. Reads Office - then stopped at the Strand Barber Shop & got a hair cut. Met Dwayne & took him back to the Office - had a chance to discuss some things with him en route. He was very busy to-day as he is leaving to-night for N.Y.C. I stayed at the Office to-night - had a couple of sandwiches for supper. This afternoon at 4:00 I sat in on the Industrial Organization Class. Bill Huggins spoke on Executive Control & did a nice job. I left the Office about 5:30 - stopped for some ice cream on the way home. Read the papers & did some work here in my Office this evening. To-bed 11:00.

12/3/43 FRIDAY:

Got up at 7:15 - a dull rainy day. Drove down to the Office about 8:15. Made out my expense account for my trip to N.Y.C. Came near forgetting my dental appointment at 9:00 - drove down town about 9:10.

Dr. Thymson pulled the tooth that broke off a couple of weeks ago. He found it infected on one root so it was good I had it pulled. Returned to the office about 10:15. As the novocaine began to wear off I developed a bad headache. Had lunch at the cafeteria & spent most of the afternoon getting caught up in my correspondence. Didn't feel so good so I left about 4:30 - stopped down town for some drugs for Mary. Also stopped in to see Clem on my way home. He is down with flu & has been home for two or three days. Johnny Grover stopped down to see me this evening - I walked up to his home to see what progress he had made on the model Freight Station he is building. He has it nearly finished but had made several mistakes on it. Spent most of the evening looking over the chapter on Comparators, & Precision Mics. Volume II that Earl Kaufman has been working on for Monitor. Received several letters on Junior Chamber activity to-day. Mary made some fudge for me this evening. To-bed 11:00.

12/4/43 SATURDAY:

Got up at 7:30 - foggy & raining to-day. Drove down to the office at 8:30, left

my car at Smitty's Garage to be greased. Went over some material with Earl Kaufman this morning on Prec. Measurement. Also had George Weston stop over & went over his material on the Shop Terms book. Also spent some time with Mac on the new training program. Mac ~~came~~ rode home with me at 12:10 - we walked over to the garage to get my car. Stopped by to tell Clem to stop down at 1:30. After lunch I looked over the mail I received on the Jr. C. of C. activity from Bruce Palmer & Paul Bagwell. I had just written them this morning to stir them up sending me material. At 1:30 Mary rode down to the school with me - we stopped by Clemmon's & left some material I had brought home from the Office for Clem. We also had to give Mac a push over the hill - his battery in his car had run down. Mary left me at the Office & she went shopping. Mac stopped in & we spent some time on making an outline on the new "Master Machine Worker Training Plan," as Mr. Acton calls it. Both Mac & I hardly know where to start - I'm afraid they are trying to rush the program too fast. Mary stopped back about 3:00. I had her step in to see the lay-out Cliff had made for our Xmas card. It sure looks swell. Also took Mary down to

see the studio - Bruce & Ken and their gang were working on their first movie project on Payroll. Introduced Mary to Cliff Mitchell. - (I forgot - I got a call this morning from a Mr. Kerr at Remington Arms in Milton who said he had seen the article in Modern Industry on our Foremen Conference & asked to bring a representative of one of their other plants to Endicott to discuss this type of training. I was pleased to here of this interest in the article - this was the second favorable reaction - just Yesterday Bud Austin gave me a letter which had come to him from the Minneapolis Honeywell Control Co. asking for more information on our Foremen Conference referring to the article in Modern Industry. This pleased both Bud & myself - so far the article has at least produced some favorable comment.) - Mary & I drove over to Binghamton & did some shopping - there was a terrible crowd on the street & in the stores christmas shopping. But home about 5:15 - at 5:30 I drove back to the office & at 6:00 I gave the introductory talk to a group of new employees, 25 women who start work to-night. Bill Bailey & Peg Wright were there to take care of the rest of the induction session.

Got home about 7:00. After dinner this evening I set up my dark room outfit & printed 75 prints of Little Betty Kay for Anna to use on Christmas Cards. Mary helped me with them - we both felt about half sick with a cold. Doctored up well & turned in about 12:30.

12/5/43 SUNDAY:

Got up about 8:30 - a clear cool day. Mary didn't feel well to-day. Babe & I spent most of the morning working on model houses. After dinner I shaved - dressed & drove over to Russ Tuthill's home in Binghamton & got the folders for Anna's Xmas cards. When I got back I wrote Anna a letter & wrapped up the ~~Xt~~ pictures Mary & I made last night ~~and~~ with the folders ready to send to Anna. When I came home from Binghamton I stopped up to Howe's & got the model Freight Station Johnny had been working on. I spent the rest of the afternoon & evening here in my study on work I brought home from the office. Johnny stopped down about 5:00 & helped me take out the ashes. I also brought the bicycles in from the garage & put them in the basement this afternoon for the winter. Johnny stopped back

again about 7:30 & I gave him a couple of more models to build - a firehouse & a church. Dave Sanford called about 8:30 he had just arrived by train from Poughkeepsie & wanted to know what time the meeting was to-morrow. I feel that I am still fighting a bad cold so decided to go to bed early. To-bed 10:30.

12/6/43 MONDAY:

Got up at 6:30 - a very rainy day. Drove down to the post office before going to the office. Met John Lenhart down town & he rode over to the office with me. Gave Mrs. R. some dictation - about 9:00 Dave Sanford arrived & a little later Reg Chapman of our Toronto Plant arrived. Mr. Fletcher of the Caterpillar Tractor Co. was here to-day to visit our school so it sure was a busy day. About 10:15 we had a meeting in Van Gordens office on the new Up-grading Training Program - I had Bill Lewis & Jimmy Johnston over from the plant. Jimmy is back with us again for awhile - he has been away 9 months. Dave, John, Reg & Mac were all at the meeting - Dwayne opened the meeting by reading the letter he had written to Mr. Watson & explained some of

his theories. Then he turned the thing over to me. Jimmy gave me some good ideas. I suggested we have a meeting with the General Foremen & Bill agreed to call one for 5:30. Had lunch with Dave, John & Ray at the cafeteria. Spent some time this afternoon with Dave & John discussing the Upgrading Program. At 4:00 I had them sit in on the Plastics class in the Factory School Program. I drove over to the meat taker & also down to the post office to mail Annie Xmas cards. About 4:30 I took Fletcher & Mac up to sit in on the Plastics class. Had a picture taken of Ray, Mac, Fletcher & myself in my office. At 5:00 - Mac, Dave, John & I went over to Bill's office to the meeting of the General Foremen that Bill Lewis had called. Bert Fentress & Cy McElwain and Walt Hance were also in on the meeting. Also Ray Chapman. Lewis opened the meeting & then I turned the ball - we didn't accomplish much. It broke up about 6:30. Mac & I met Fletcher in the school & we left right away for the Homestead. Dave, Mac, Fletcher & I had dinner together at the Homestead. Dwayne joined us for awhile, but he had to dash off to something else he didn't say what. I sure enjoyed talking to

Mr. Fletcher. However I had to leave at 8:00 & dash back down to the Hotel Frederick to a Board Meeting of the Jr. C. of C. Stayed until about 9:30 & then drove home. Johnny had stopped down this evening & left the model Firehouse which he had completed. ~~He~~ I forgot Mr. Levin called me at the Homestead to tell me he had selected a committee for Wfar & I to work with on the Upgrading Program — they are Frank Ayers & Bert Pinter. - Bill was in pushing this thing. I told him I would have a meeting with them at 2:00 to-morrow afternoon. Read the paper & looked over my mail. To-bed 11:00.

12/7/43 TUESDAY:

Got up at 6:30 - dressed & at 7:10 drove up to the Homestead. Had breakfast there with Reg Chapman & then about 7:40 he rode down to the office with me. We met Dave Sanford & John Leonard at my office & at 8:00 I took the three of them over to the Band Room to attend the Induction Session. Eleanor gave the Induction Talk and did an excellent job. At 9:20 I brought Reg, John & Dave back to the school & at 9:30 I had them sit in on a JRT Session that Wfar conducted

Things were very much in an uproar at the school to-day. They expected Mr. Nichol & a group of dignitaries from Harvard in to visit us & didn't know just when they would arrive. As it was they came when the school twice. Had lunch at the officers with Reg, John & Dave. Also had Bert Hobson come over to eat with us. Bert came back to my office with me after lunch & I got busied up to conduct his foremen conference at Endicott Johnson Co. to-night. At 2:00 Bert Kinsman & Frank Ayres stopped in for our meeting on the Upgrading Training Program. I called Mac, Reg, John & Dave in on it & we started out in Room 4A. Had to move out for a Factory School Class at 3:30 so we went over to the class room in the Bundy Bldg. Frank Ayres did the job of putting our ideas on the black board - boy what a job! Frank sure had but that's all. He & Bert were called out by Bill Levis about 5:00 & we had only gotten less than half way through so I called another meeting for to-morrow at 1:00. When I got back to the office Bill Levis called & asked me to hold John & Dave over for to-morrow which I did. I had Reg, Dave & John sit in on the Industrial Organization class at 5:00. Bob Carman talked on the Control of Stock. At 5:45 I walked down

to the Endicott Forging Co. - met Annie Palumbo who is Asst. Superintendent - went over to Hilda's Restaurant with he & 86 their foreman for supper. At 6:30 we returned to his Office where I conducted the session on Transfer - Promotion & Release. The group responded fairly well to the conference method & it was easier than I had expected. We ended up about 7:45 - then me & the fellows - Bill Work took me for a tour thru part of the foundry. Got back to the Office about 8:10. Cliff had finished my Xmas Card Layout - it sure looked swell. Called Mary & found Johnny there was waiting to see me & that there was a telegram at the main entrance. Went on a wild goose chase for the telegram & finally found the P Car had delivered it to the home. Drove home about 9:10. The telegram was from the Hotel Syracuse regarding reservation for the 28th. Had a chat with Johnny on the models - gave him my old watch-organ. Read the papers & To-bed 11:00.

12/8/43 WEDNESDAY:

Got up at 7:10 - dressed & drove over to the Homestead. Had breakfast with Reg Chapman & drove him down to the school. Spent a couple of hours with Reg this morning laying plans for a

Factory School Program at Ironto. They are in town to fulfill Mr. Nichols wish to conduct some classes at the plant. About 10:30 Mr. Kerr & Mr. Keys of Remington Arms at Ilion N.Y. arrived - They had made an appointment to discuss foremen training with me. I enjoyed very much our discussion & I hope I gave them something helpful. We all had lunch to-gether at the cafeteria - Ray, Reg, Mrs John, Dave, Mr. Kerr, Mr. Keys & myself. Ray spent balance of morning with Mr. Chapman & Abed Mac work with John & Dave on the new training program all morning. After lunch I showed Mr. Kerr & Mr. Keys around the school. At 1:00 Mac, Dave, John, Reg & I met with Bert Kintner & Frank Ayer in the Bundy Bldg. to continue our session of Yesterday on the new Master Machine Worker Training Program. First we decided to ~~abbrev~~ change its name & call it "Employee Development Program." The session moved faster & we finished about 5:00. Returned to the school - drove John Lenhart down to the Hotel - met his wife & son Dick 4½ yrs. Stopped at meat locker on the way back. About 5:45 stopped over to see Dick Ayer in Etching Dept. about photographing the Xmas card. At 6:20 I drove down to the Hotel to the Lion's Club - Earl

Hege rode down with me. I met Dave Sanford at the Hotel & had him as my guest at the Lion's Club. We had a very good meeting & Frank Johnson showed his movies taken in Canada fishing & hunting moose. They are very interesting. About 5:00 Dave checked out & rode up to the house with me. Had a nice chat with Dave here at the home - Dave is pretty much a changed boy, he seems convinced he is with one foot in the army & navy & he prefers the Navy. I was surprised to learn there are only 11 men at Plant #4 with deferments & that Dave Bibby isn't one of them. With Bibby in the picture & having to leave for service I certainly can't fault the issue on Dave. It sure seems way out of line - I think they are leaning over backward. About 9:10 Dad & I drove on over to Binghamton to Lackawanna Station. Dave still couldn't get any reservations for a sleeper to N.Y.C. but was promised an upper if he would wait. I met Mrs. Kilpatrick & Mrs Stewart on the 9:30 train from Washington. Train was 20 minutes late. Drove them to the Homestead. Learned that Skinner Bookstaber had been appointed Superintendent at the Washington Plant. Was glad to hear it. Got

back to the home about 10:30 - Read the paper & to-bed at 11:30.

12/9/43 THURSDAY:

Warmer & partly cloudy to-day - Got up at 6:30 - drove up to the Hawaiian at 7:00. Had breakfast with Roy Chapman from Toronto & Mrs Kilpatrick and Miss. Steward from Washington. I drove them down to the school about 7:50 & at 8:00 took Mrs. Kilpatrick & Miss Steward over to the Band Room to attend the Induction Session. Roy Davis gave the introductory talk as Miss Irvine was out of town. I returned to the Office to get out some mail. Drove home about 9:00 to get a couple of suits to be pressed & also drove over to Orton's & left a couple of packages that had come for Edna at the school. Got back to the Office about 10:00. At 10:30 I went over to the Band Room and took Mrs. Kilpatrick & Miss Stewart down to the conference room on the second floor to sit in on Miss J.R.T. Session. It was the first session for a group of asst. engineers. Came back to the Office & took the card layout over to Dick Flynn to have a negative made. At 11:30 I stopped back to the conference rooms to meet Mrs. Kilpatrick & Miss Stewart. They are much impressed with J.R.T. - Can

wanted Mac to come to Washington to get on a session for Fraser Tea. I believe I shall make plans to have Mac do this. Had lunch at the cafeteria with the girls & then returned to the Office where we discussed more Training problems. About 1:30 Mrs. Stuart went over to the First Aid dept. for the afternoon. I spent most of the afternoon talking with Mrs. Kilpatrick & Mr. Ayerman on Factory Work. About 4:00 Ray left & I had Ray show Mrs K. & Mrs L. how the school I spent the balance of the afternoon getting caught up on my correspondence. About 5:15 I took Charlie Cheney over to the Etching Dept. to see the negative that Dick Flynn had made. It looked good but very contrasty. Charlie is going to try some prints for me. About 6:00 I stopped down to Stuckey's & got some #2 paper to print the Xmas cards. Left a package at Charlie's on the way home. Got home at 6:30 - Mary had the children fed. Vivian Carmody & Helen Ward had been out to have lunch with Mary. Hal has been transferred back to Endicott. After dinner I walked up to see Johnny - he was working on the Church Model. Did some reading this evening. About 9:10 Mary helped me pack my suit case & about 10:30 she drove me over to the station in Binghamton. Had a chocolate frosted before

boarding the train about 10:40. Turned in about 11:00 with the hope of getting some sleep on the way to New York. — Room 7 - Car 252.

12/10/43 FRIDAY:

Had the Porter call me at 6:45 - Bk. at the D.K.G.'s N. Restaurant at Hoboken 7:15. Called Clem 7:30 at Hotel New Yorker and got Bill Lewis on the phone. Bill was rooming with Clem. Took ferry to 23rd St. & Taxi to New Yorker. Met Clem & Bill in their room — they were dressing. Gave Bill the outline on the "Employee Development Program. Went down to the Empire Room with Bill & Clem while they had bk. Sat with Jenny Johnson & Walt Harris. Also saw Walt Crosley & Dr. Covert. About 9:00 I took a taxi with Clem & Walt Crosley up to 590. Oh Yes! Bill Lewis mentioned my "New York Hat" as he called my Homburg. Picked up my tickets for the National Association of Manuf. and War Congress from Miss Tribe. Walt stayed to see Mr. Watson & Clem had some business so I took a cab down to the Waldorf for the N.A.M. session. I am sorry I missed the meeting Yesterday as Mr. Watson was there & Ruth Leech talked to the Congress on "Women in Postwar Industry" Walt & Clem said she did very well. Attended

whole morning session - listened to a number of talks on termination of war contracts. After the meeting saw Dave Bibby. Also met Homer Bostwick, Dr. Cotter, Jim Johnson, Helen Dunn & Mike Lapa. Took Mike into the luncheon with me. IBM had a table of 10 each reserved. There were several of the executives over from 590 - Phelps, Stevens, Armstrong, Briggs & others. Discussed Rehabilitation Training with Mike. I enjoyed the luncheon very much - the program consisted of a talk by an Army Doctor back from service who in turn introduced other members of the Medical Corps of the Army. It was it was very impressive. The main feature was "The Battle of the Armchair Generals" - a discussion led by Ben Grauer, the radio commentator & three outstanding news commentators participated - William Shirer, Paul Schubert & Major Geo. Fielding Elliot. It was very interesting to see the men & to hear their views on the war. Miss Cotter ~~stop~~ spoke to me during the luncheon & invited me to a tea at 590 at 4:00 for Miss Reed & Mary Schultz. After the luncheon I had quite a chat with Helen Marie Dunn on Dave Sanford's deferment. She verified what I had heard about Bibby - she said Bibby had removed his own name from the deferment list. Helen agreed the only thing to do was to replace Dave, how

ever it is possible that the draft board will hold off for a considerable time. About 3:00 Harden, Bro. Metz, Mike & I attended the session on Rehabilitation & Adjustment of Men returning from service. We left the session at 3:45 & took a cab over to 590 to the tea. Got there just at 4:00 & the gang was beginning to gather in the Club Room. There was a big turn out - most of the people at 590 were there, mostly girls of course. I was much concerned about not having my Army Navy E pin on. After wearing it regularly every day to work I forget to wear it to N.Y. & not have it for the one occasion when Mr. Watson is most apt to see me. There was such a crowd that Mr. Watson didn't even see me - much less note my "E" pin so it turned out OK. I told Bill Lewis when he asked me this morning where it was, that I had left it on my pajamas. Bill was kidding & of course it was OK. Met a number of the N.Y. staff at the tea. Mr. Fidel & Mr. Watson spoke as well as Mary Schultz & Ruth Reed. It was about 5:30 when the speaking was over so Bill Lewis & I started back to the Hotel to get ready in our time for the N.A.M. Dinner. Bill called Lucinda, I shaved & took a shower. At 6:30 we met Jerry Johnson, Bill Hoi & Walt Howe in the

lobby - all took a cab up to the Waldorf. We were surprised to find that the 4 IBM tables were way off in the Astor Room far away from the Ball Room itself. And this year they didn't allow you to move in the Ball Room after the dinner - fire regulation prevented it. However the talks were all amplified in each adjoining dining room and before the program started Mgr. Fred Crawford, Pres. NBM. brought all the speakers around to each room & introduced them so we did get to see them. We sat & took the pep out of the party, not seeing them while they spoke here. IBM was well represented 40 people from Charlie Kirk on down. Armstrong, Mgr. Boston Helen Paine & Jean Allen were at our table - seat with Clem & Jim Rand from 590. Army kept them near him all entertained. A swell turkey dinner - another 9/10 dinner. Left about 11:00 with Bill Lewis & hurried back to the hotel to change back into our tuxedo suit & get our boy. Clem came in a little later - Clem tells me that Dave Bibby is going to apply for a commission in the Navy tomorrow. It looks as though it may be my turn next. Bill & I waited in the lobby for Walt Mann - our Mgr. Main. Walt didn't show up so we grabbed a cab for 23rd. St. Jazz

Saw Walt, Homer & Dr Court at Hoboken. Bill & I had a hurkata milk shake before getting on the train. I also reserved a chair on the 7:45 train Tomorrow for Clem. Turned in 12:30 & boy was I tired!

12/11/43 SATURDAY:

Porter called at 7:00 – Got off the train about 7:30 & was surprised to find that would had really come to Binghamton – It was blowing a gale & snowing some and very cold. Got much more on the ground however. Met Bill Lewis in the Station – he got off a little later than I. We took the same cab – I had a cave of the this morning & didn't feel too good. Bill told me they had a session with Mr. Watson Yesterday & that the Employee Development Program would have to be altered some & that the foreman would have to do most of the training. He wouldn't volunteer any of the details – I told him that would mean smaller departments, Got up to the home about 7:50 – Mary & the children were still in bed. All very glad to see me & I sure was glad to see them. Had breakfast, shaved & cleaned up a bit. About 9:30 I drove down to the office. Had a lot

of mail to take care of. A very busy morning. Had Paul Mancini stop over to help me with the notes on the last Board Meeting of the Jr. C. of C. Also spent some time with Earl Kaufman on Pers. Mgrs. H. Called Mgr. Kilpatrick, in general mgr. who was will here from Wash. & was leaving this morning with Mgr. Stewart to return to Washington. He had seen Mgr. Bookstaver & was all pepped up about having J.R.T. started in the Wash. Plant. Charlie Cheney brought over the negative for the X'mas card & the sample print. The negative is much too contrasty but it's too late to get another. Drove home about 12:30 - Mary didn't have lunch ready. I started getting everything set for a big evening of printing Christmas Cards. Had lunch about 1:30. About 3:00 I helped Mary get the kids dressed & we all went over to Binghamton for shopping. We took Mary Lou & Barbara into Lobers to see Santa Claus. It was very cute to watch them. Mary had to wait in line for over a half hour with them. Took the #3 X'mas Card stock I had gotten at Rust back & exchanged it for No 2. Couldn't do much shopping with the kids. It was very windy & cold. Got home about 5:15. I completed the set-up to print X'mas cards. Had supper about 6:00 and then right to work.

Mary came up & helped me about 7:00. I had a regular production line set up in it. I did all the printing & Mary did all the developing. We got thru over 250 cards - this I believe is our all time record. They are too contrasty but they looked fairly good. Took time out about 11:00 for a toasted cheese sandwich & some ice cream. Finished printing about 11:30 but I couldn't get them all washed & dried. Eleven embossed some I took & dried to-night. Left over 100 washing over night. To-bed about 12:00.

12/12/43 SUNDAY:

Got up about 9:00 with a bad headache - too much to eat last night. Not so cold to-day & no wind. Barbara helped me some & we finished washing, drying & embossing the Christmas Cards. It was 12:30 when I finished. Had lunch about 1:00 - After lunch Barbara helped me some & we started coloring the ribbon, bell clappers & rings on the Christmas Cards with water color. It proved to be too much of a job so we gave up the idea of painting all of them - it would have taken us days. Mary addressed envelopes for awhile. Mary [illegible]

woke up about 7:30 so we dressed up the kids & Mary and I took them for a ride down town. I wanted to get a paper - while we were out we stopped around to Lyons Flower Shop & got our Christmas Tree. Mrs. Mathews came out to the car to see Mary & the children. I stopped up to see Johnny Brown after we came here. Johnny had the model church nearly completed. It looked good. Johnny came down & helped me take it to the auto this evening. He stopped in later on his way home & got the model school to build. Read the paper this evening & did some work here in my study. My eyes bothered me, but I think it is my stomach that has been somewhat upset. Mary spent the whole evening addressing X'mas Card envelopes. To-bed 11:00

12/13/43 MONDAY:

Got up about 7:30 - Mary & Mary Lou rode down to the Office with me at 9:00 - I drove over to the Union Garage to have my car radiator tested as it was very cold this morning - down near zero. Radiator tested 9 below zero. Mary took the car to-day - she & Mary Lou went to Binghamton. Got to office about 9:00 - attended a Customer School opening about 9:10. Clem presided & Bill Higgins represented the Factory Organization - I was the only

other speaker. I couldn't see Bill Lewis this morning to learn more about the new Employee Development Program as he was out of town. However I called both Dave Sanford & John Lambert to tell them there would be some changes & to hold things. Spent some time with Earl on Pers. Mgmt. Had lunch this noon in the Cafeteria with Mgr Olson - he came back to the Office with me & we discussed supervisor training - got some information for my talk on the 28th. Had Geo. Weston stop over this afternoon to go over some material on Merger Terms. Geo. Morgan from Owego stopped in to call - he wants Mgr & I to come down on Wed. to see his shop in action. Mike Hayes stopped in for his Appalachian Class at 4:00. I stayed at the Office this evening had some sandwiches with Mike & Ray. Ate right in my Office. At 6:20 I attended Mike's Psychology Class - it was very interesting. Returned to my Office about 7:30 & prepared some reports for Mr. Orson. At 8:00 I sat in on Byron Harbor's Effective Speaking class. Ray had arranged to make recordings of the talks. Graeme Payne had the equipment set up right in the back of the room (203). About 9:30 Mike came down to my Office with his wife & his sister. I haven't met his sister before. Had a nice chat with them - Mike's wife

is really a nice looking girl. I showed them the layout of the Christmas Card which they thought was lovely. Roy printed his two Cards this evening over in the dark room in the plant. I went over about 9:15 to see how he was making out – they didn't look so good. Worked in my office until about 10:15 when Mary stopped by for me. It was very cold this evening – paper says it will go down below zero to-night. Read the papers & To-bed 11:30 Oh Yes – Mary tells me she had Mary Lou's hair cut & a permanent wave to-day. Says Mary Lou is so pleased with it – I'm anxious to see her to-morrow.

12/14/43 TUESDAY:

Got up at 7:30 – a very cold day – about zero all day. At 8:45 drove down to the plant – took the car on over to Union to the garage. Mario drove me back to the Office – had a thermostat put in the water system & had the oil filter replaced. I was having trouble with the oil line to the head & the motor stopping up & Mario recommended replacing the filter. About 10:00 I went over to the Induction Session in the Band Room & met Mike Suya. Mike returned to my office with me but was called over to Mr. Kirk's office. He stopped back about 11:00 &

I spent about 2 hours with Mike discussing rehabalitation training & placement. Read Mike the paper on the "Peoria Plan" for rehabilitation which I got at the recent A.S.M.E. Meeting in N.Y.C. Wanted to have Miss Irvine in on our discussion but she couldn't make it. Ray left about 12:30 for his trip to Chicago to attend the National Vocational Conference the balance of this week. About 1:00 Miss. Irvine stopped over & went to lunch with Mike & I. This afternoon I took a trip thru the plant with Mike and met many of the blind people who are working. Mike introduced me - it was very interesting to see them work. They all seem to think a lot of Mike. Returned to the Office about 4:00. Mr. Alton was in this afternoon for a little while but I didn't get a chance to see him. At 5:00 there was a general foremans meeting - a very large group - many visitors from the other plants. Kirk introduced them before he spoke on the topic of the meeting. There was Bibby, Bill Hillert & Stan from Binghamton, Al Ellis from N.Y.C. & Campbell, Yates, Petz etc. from Rochester. The topic was "The need of better supervision". Kirk announced that Warfield - foreman of Unit Assembly had been released. He explained why - had punched out the card for two employees.

An investigation had indicated very poor supervision in that dept. Charlie gave the poor a good sound talking too on this subject. Bob Edwards called me out of the meeting at 5:30. I had forgotten my car - it was waiting - had to drive the boy back to the Union Garage. Came right back & listened to the rest of the meeting from the back stairs. Kirk announced the promotion of Sam Lenox to Asst. Superintendent. Bill Lein talked & also Jimmy Johnston. Kirk reassured the group that Jimmy was still General Works Manager. About 6:45 I drove over to the Hotel for the Jay Cee meeting. Bob Edwards rode over with me. It was a good snappy meeting - Bill Higgins intertained the group with some card tricks & slights of hand. They went over very well & everyone seemed to enjoy them. After the meeting I stopped around to Main St Grill & had a glass of beer with Paul & Bill. Drove them home - Bill sat in the car & talked for over a half hour at his home. - We discussed the pros & cons of having a small business VS working for a large organization. Home about 11:00 - Helped Mary with the Christmas Card list. We had over 200 on the list now. To-bed 11:45.

12/15/43 WEDNESDAY:

Clear & cold to-day - nearly zero most all day. Got up at 7:30 & drove down to the Office about 8:45. Called Bill Lewis again this morning but couldn't get any more information on the Employee Development Program. Told Bill I had called Dave & John - he answered my calling Reg Chapman - so I called the Power Plant & told Reg there had been some changes made & that I would keep him advised. Called Mary this noon & drove home for lunch. After lunch I helped Mary seal a bunch of Christmas Cards - took about 15-0 down to the Post Office & mailed them on my way back to the Office. Also stopped over to the Union garage to see about having the carburetor cleaned on the car. Mgr. said the trouble I was having was due to water from condensation in the gas tank & put in a pint of alcohol as a remedy. Tried to get in to see Mr. Olson this afternoon - he was terribly busy as usual - I learned that his father was very ill in California & Dwayne was out of upset about that and busy making reservations to dash out to see him. Saw Dwayne for a few minutes & mentioned the change Bill Lewis had intimated would have to be made in our

Employee Development Program. Dwayne mentioned Kirk had asked him about sending my article & the Plan to N.Y. & Dwayne had said O.K. I called Bill Levin to check on it & Bill told me Charlie Kirk had been in the same meeting with him in N.Y. so he knew the whole story. That relieved me for I didn't know Charlie had been in on it - I do wish though that Bill would tell me more about the whole plan. I can't understand why he keeps it to himself. I do know however that they are having some terrific problems in the shops right now in as much as the 5-1 job (Bomb Sight Job) has been cancelled. Went over to see Blackwell about material for the Foremen's Manual this afternoon. Drove down to Lion's Club at 6:30 - a big meeting - we had the night having Class from the High School & the cast for our show Robin Hood. It sure was a gay Christmas Party. I got a kick out of seeing the kids in the night having class had a good time. Clyde Powell entertained with some of his magic - a very good show. Stopped back to the office about 9:00 & stayed until 10:05 or until the last class finished. Very cold again tonight. Read the paper & To-bed 11:30.

12/16/43 THURSDAY!

Another very cold day - zero this morning. Got up at 7:00. Mary drove me down to the office about 8:15. Mary for Shelly rode along. Had Paul Mannini stop on this morning & help dictate the notes on the Jay Cee meeting last Tue. to Mrs. R. for the record. Wired Mrs Dunn at Poughkeepsie that I would be down to-morrow. Planned to drive down so I called Cliff Burris for go along - said he would let me know. Had lunch at the cafeteria with Mac Almon. About 1:00 Mac Dial left for Chicago to see Bro. Morgan & his machine shop set-up. Mac drove - we had a nice square in the way down. Had a nice visit with Bro. he showed us around the school - He really has a nice set-up in his shop - saw Paul Anderson his shop instructor. Mac & I were both rather amazed at the piles of stuff on Bro.'s two large desks in his office. Got back to the office at the 3 PM school about 3:30. Spent some time with Earl Kenyon on Precision Measurement V.T. Earl had a class at 4:00 - forgot about it until Dude reminded him about 4:15. Kidded Earl about being the absent minded professor. He really is absent minded.

About 4:30 I sat in on the Grad. Psy. Class. Dr. Cobb talked on psychology & gave a very interesting talk. I rode home with Mac about 5:15. Stopped at Bowers & got the model High School Psy. which Johnny had finished. Bot my car & drove down to Smith's Garage to get it geared up for the trip to Poughkeepsie to-morrow. On the way home I stopped at Bowers & got the three models that Johnny had completed — the church, passenger station & a home. Johnny had brite blue while he was home sick Wednesday & the day before. Mr. Bowers was in the bed with the flu. — (I forgot McCullah called me over this morning — he had the letter I sent to Kirk on the Employee Development Program — wanted to know how the cops & how Lew could apply. Mac dictated a letter to Kirk while I was there. —)

Mary & I went up to the Homestead to the Customer Engineering Graduation to-night. Quite nice party. In Mr. Orton's absence Mr. Kirk conducted the meeting. I saw Walter O'Donnell before the meeting — he had an extra reservation on the train for N.Y. & said I could have it. I called Cliff & found he couldn't go so I accepted O'Donnell's offer. It was a long meeting — Dr.

Elliott, president of Purdue Univ. was the main speaker — gave a good talk. There were two classes that graduated No 573 & No. 580 — the latter an I.T.R. Civil Eng. class. Meeting adjourned about 15:30. Mary & I rushed home as soon as possible — I did see Bill Levin & Jimmy Johnston for a few minutes after the meeting. Bill told me our training program was all off — it was to be a Forest job all the way through. Told Jimmy I was going to Poughkeepsie to see about replacing Dave, he seemed much surprised to learn that Dave was going into the service. Oh Yes! Dave called this afternoon while I was in Antigo & told Mrs. R. he had received his notification from the draft board & that he would have to leave in two weeks. — Packed my suit case & Mary drove me over to the station at 11:15. I saw Dr. Elliott & his daughter in the station. Got on the train right away — wrote these notes in the cramped quarters of Upper 7 on car 252 & it sure was plenty cramped. Hope I get some sleep tonight. Turned in about 12:15.

12/17/43 FRIDAY:

Porter called me at 7:00 - Had breakfast at the D.L.& W. Restaurant in Hoboken - got the ferry over to 23rd. St & a cab to Grand Central just in time to catch the 8:30 train for Poughkeepsie. Caught up on some of my reading on the way up - Got up to the Vassar House about 10:40. Called Helen Dunn at the plant & found that Mr. Smith was there already waiting for me. Arranged to meet Helen at 11:30 in the cafeteria at the plant to look over the application. Took a cab to the plant - called Dave & arranged to see him this afternoon. Met Helen in the cafeteria & looked over Smith's application - it looked only fair - Went back to Helen's office about 12:00 & met Mr. Smith. We had a half hour interview with him which proved to me he wasn't the man to fill the position. At 12:30 Helen & I took him over to the cafeteria for lunch on the way over thru the shop I asked him to tell me what that machine was (pointing to a vertical miller) & he called it a drilling machine. He had come all the way down from Buffalo for the interview - Helen paid him for his expenses. Walked down to the lower plant to see Dave

about 1:30. Frankie has left for the air force & Dave has Earl Mallard in his place. I discussed the possible change with Dave - he is pretty much consoled to the idea of getting a rating as a machinist in the Navy. Asked me to prepare a letter of recommendation for him. About 3:00 I walked back up to the upper plant & went in to see Dame Bibby - had a nice chat with him. Dame informed me he expected to get some kind of a commission in the Navy & would be leaving soon. Charlie Kirk called him while I was in the office - he asked Charlie to send him a letter of recommendation to the Navy. It sure is a crazy set-up when a man like Dame Bibby is drafted into the armed forces. Told Dame about the change in the Employee Development Program. Also talked with Dame about replacing Dave. He agreed with me that we should get a good man to replace Dave. Dame tried to be cheerful but he just didn't seem the same. In fact I felt awfully depressed myself after talking with Dave & Dame to-day. One more day like to-day & I will want to enlist too. Got a ride up town with

one of the men at 4:00. Left my brief case at the Hotel & did some shopping. About 4:30 I stopped over to the U.S.E.S. Office to see my old friend Charlie Rose and to enlist Charlie's help in finding someone to replace Dave. Had a nice chat & Charlie seemed hopeful that he could help. Did some more shopping for a Xmas Present for Mary. Looked at a lot of brest pins but didn't see just what I wanted. Came back to the Hotel about 6:00 - called Helen & told her about my talk with Charlie Rose. Also called Dave - he met me at 6:30 & we had dinner in the Coffee Shop & talked business. Dave said Bibby had mentioned at the forem's meeting they had at 4:30 that he was going to Alpa for a few days. I also heard this afternoon that Harold Pin was in to see Dave. I wonder if Hardd is going to take over again when Dave leaves. About 7:05 I went over to the classrooms with Dave. I called Wilbur Edwards aside & had a little chat with him about the possible changes in the training set-up. He said he was willing to go along on any plans. Took a cab down to the station at 7:40. Got the 7:46 train for New York - it was

only a few minutes late & I was surprised to see that it wasn't crowded. Spent part of my time on the way down composing a letter of recommendation for Dave. Was surprised to meet Tom Olivo as I was getting off the train - walked in to the station with him - briefly mentioned about Dave leaving & found he knew Dave Sanford when he lived in Buffalo. Got to thinking afterward that Tom might be the ideal man for Dave's job. Checked my bags - got in at 9:35. Did some shopping, stopped in the Yuma Rial Theater for about an hour. At 10:45 went down to the Oyster Bar & had my usual half doz. on the half shell. About 11:30 took a cab to 23rd St. & the Ferry to Hoboken. I was able to exchange my upper for a lower which pleased me much. Wrote these notes & turned in about 12:30.

12/18/43 SATURDAY.

Porter called me at 7:00 - dressed, shaved & took a cab out to the house about 8:00. Mary & the girls were just getting up. Had breakfast with them. Drove down to the office about 9:30. Sent a letter to Dave this morning - the letter of recommendation which he requested.

Floyd Taylor came over this morning from Lewis' Office & I had Mac Almon go over the instruction sheets which Floyd had gotten from the foremen & which are to be used as a supplement to the Employee Manual. On my way down to the Office this morning I stopped at Beckwith Lumber Office & ordered the material for the afternoon to the train platform. About 11:00 I stopped over to the Personnel Office - saw Bob Austin and mentioned having to replace Dave Sanford. Bob advised me to get someone from the organization if at all possible. Kirk had instructed Bob to hire no-one in any plant. Our work is going to fall off in a few months & it may be very difficult to keep everyone employed. This will be especially true at Poughkeepsie. Drove home about 11:30 - stopped at Beckwiths & got the lumber I had ordered. Then stopped at Snovers on the way home. Mr. Snover was just getting around from the flu. His shop was cold so I decided I wouldn't leave the platform to be assembled. Had lunch at home & this afternoon I assembled the new train platform & painted it green. Helped Mary with the desks & she helped me move the table & studio couch out of the sun parlor to make ready for the train set-up.

About 3:30 took the family down town to do some shopping. Bob went with me & we stopped for Mary Lou & Thomas parents. On the way down I stopped by the office to get my brief case. Stopped at Leman Store Hdqs & got the Louisella Plant I had ordered for Mary. While I was calling Conner a guard at the plant called and told me a water pipe or sprinkler had broken in the film chamber on top of the school bldg. I called Bruce & about 6:30 I drove down to the office - stopped at Smith's Garage to get my car fixed - it was skipping badly. Smitty drove me around to get Bruce & then dropped me off at the school - he took the car back to the garage. Bruce & I were surprised to find water being tossed out of the second floor windows of the school. We found that a 2" pipe had broken in the attic room on the school & had flooded the entire second floor. There had been 3"24" of water in Rooms 202 & 203. There was a gang of about 30 men working to clean the place up. I called Olen & told him about it. Everything was being done that could be done so I walked around to the garage to get the car. When I got home Mary & I

decided we would like to do some shopping in Binghamton. Had Joyce next door come over & we drove over about 7:30. Shopped until 9:00 - tried to get a luggage rack & also a pair for Mary - didn't find either. Home about 10:00 - read the paper & Life Magazine and to-bed about 11:30. The paint on the platform doesn't seem to be drying - before going to-bed I rubbed it over with some turpentine which an old man at Babcock's advised me to do. I sure missed the boat on that - the thing should have been assembled & painted last week end.

12/19/43 SUNDAY:

Clear & warmer to-day. Got up about 8:00. Worked some on the model houses for the train platform. Also designed the layout for the new train platform. About noon I walked up to Brown's had Mr. Brown saw off a section of the legs for the new platform. Johnny stopped down & helped me bring the train platform up out of the basement. We put the small one in the kitchen to dry. Had dinner about 1:00. Took a nap this afternoon. Got up about 3:30. Mary & the girls walked up to Coleen's to tell her to come down to-morrow. I dressed & drove down to the office - Mary & the girls

rode along. Looked over the damage the water had done to the school. My office walls were in bad shape - the water had soaked the veneer covering & it had wrinkled. Mr. Alton's outer office & Van's office were also damaged but Alton's office had escaped somehow. A group of electricians were working in Room 202 - some of the light fixtures had to be remounted. The floor seem OK but it buckled any. Stopped for some ice cream on the way home. Mary fixed the girls up & I took some pictures - finished up a film that was in the camera. Had some trouble with the film not advancing properly. Spent the evening proof reading the last half of Chapter 9 of Prac. Mgmt., writing a speech for the Binghamton Chamber of Commerce Humor next Tuesday night and started writing my speech for the Syracuse meeting a week from next Tuesday. I worked on the dining room table as Mary wanted me down stairs for company. To-bed about 12:20.

12/20/43 MONDAY.

Clear & cold to-day - a few snow flurries. Got up about 7:15. Mary drove me down to the office about 8:15. Colene came & stayed with the children - Mary went over to Binghamton

to the hair dresser this morning. I went over the Prec. Mgrs. Material with Earl Kaufman. Had a chat with Ray about his visit to the Nat. Vocational Conference in Chicago. About 10:00 Jack Lilly arrived with Mr. Penney of the N.Y. State Education Dept. & Mr. Lovell of the U.S. Office of Education to discuss needs for technical training. Called John Wagner, Ray, Mac & Bob Austin in on the session. Took them up to Dwayne's office & used it in Dwayne's absence. At 12:00 I took them over to the cafeteria for lunch. They left about 12:45. Mary called & told me she found Hazel Gregory with the children when she got home & Hazel has had Scarlet Fever & several of her brothers & sisters still have it. Mary was much disturbed & so was I. I called her doctor Dr. Andrews in Berg. He said Hazel shouldn't be out with other children but that it was up to the Health Official (Dr. Mark Welch) to police the situation. So I called Dr. Welch & he said he would speak to the family. See I hope the kids don't get Scarlet Fever. Mary took Bob down to Dr. Lyman the dentist to see about pulling one of his front teeth but he wouldn't do it. Stopped by the

Office about 5:00 & I drove them out to the Home & then took the car back to the plant. We had a whole stack of X mas Cards that had arrived to-day. At 5:00 there was a general foremen meeting at which Mr. Rick spoke about holding the meetings with our employees on Human Relations. He read the letter we have all received from Mr. Nichol & gave us instructions on how to handle these meetings. Instructed us to wait until we receive a printed statement from him & he would also announce just when these meetings are to be held. Drove home at 6:30. After dinner this evening I worked on my speech for Syracuse conduit accomplished much it seemed. Retired about 11:00.

12/21/43 TUESDAY!

Partly cloudy & snow flurries to-day. Got up about 7:15. Mary drove me down to the Office about 8:15. Went over to see John Saxton this morning about the Job Relations Session we want to start at Washington. John gave his approval. Had a chat with Mac about a possible schedule. Stopped in Personnel to see Bob Austin about holding an induction session for the foremen. Set wait at a week from Thursday. Had lunch at

the cafeteria with Van. Mrs. Reardon stopped over while I was eating & told me Mary had called & said she was stuck with the car up near Mr. DeVentier. Van drove me out there - couldn't start the car so Van drove me over to Union Garage. The boy drove me back in the truck, gave me a push & the car finally started. Stopped in to DeVentier's to get Mary & the girls. They were having a great time with all the boys. They sure are a cute bunch. Charles rode up to the home with me & I gave him one of the model houses to assemble. He seemed much pleased over it. Drove back to Union Garage - Mr. Jain advised my getting a new fuel pump so I left the car to have one installed. Boy drove me over to the Office about 2:00. At 4:00 I sat in on the Institution Conference - Bruce Buckler lectured on the one I organized - did a swell job. I was called out of the meeting about 5:00 - Jim Stone brought Mr. Taylor & Pero Manuscripts down over to see me. Had a very short visit with him as they were in a hurry. About 6:00 I left the Office for home. - Oh Yes at 5:15 the boy from Union Garage brought my car back. On my way home I stopped at the DeVentier's to see how Charles was coming along with the home. He &

Robert had it nearly finished. After supper to-night I prepared some notes for my talk to the Binghamton Junior Chamber of Commerce to-night. Drove over to Bing. to the Arlington about 7:45. Meeting was held on 6th. floor of Arlington Hotel - started about 8:15 - I gave a report on the activities of my committee on Executive Training. They had an amateur magician do some tricks for entertainment. It wasn't good at all - I could see how some of the tricks were done. Called Worth Dietrich for one of the boys about a sound truck. But couldn't help them out. Tom Colburn at the school rode home with me - we stopped at Frank Sindler's in Johnson City to see the timing device he has for making the lights flicker on & off in his model town set-up. It was quite a clever idea - met Frank's wife & saw his 2 year old son Dick. Took Tom down to the Frederick where he had left his car. Didn't get home until about 11:15 - Mary was just going to-bed. — To-bed 11:30.

12/22/43 WEDNESDAY!

Got up about 7:00 - Ray Jarvis arrived about 7:50 - We left right away for Syracuse. I drove - it was a very cold windy morning, but

it was confortable enough in the car. We got to Syracuse a little after 10:00 - went right to Larry's office in the castle at the University. Mr. Page stopped in a little later & we all had a session on Blueprint Reading - also discussed the book on Shop Terms. Got several points covered. Called Dick Berman at the IBM Office - drove the group down to the Office & met Dick about 11:45. We walked over to the Syracuse Hotel with us for lunch. Had some fun kidding with Dick. Morgan from the office also stopped over & ate with us. Ray & I drove Larry & Page back to Larry's Office. Spent a few minutes with them & finished off our mission. Left about 2:00 for home. We stopped in Cortland - Ray wanted to get a turkey but couldn't get one. It was terribly windy coming home - snow drifted across the road until you could hardly see at times. Got home about 4:15. Ray drove on down to the school with his car. I went down a little later with mine. Stopped in the office & looked over the mail. Then about 5:00 I stopped over to the locker - & on down town to do some shopping. Stopped at the garage & got some gas - then stopped at DeVentier's to see how Charles was making out with the house. He & Robert had built two to-days. They are

a little too hasty - all for speed & not enough on quality. Charles & Robert came up to the house with me & I gave them the Bungalo to build. After supper to-night I put on some old clothes & went to work on the train platform. Johnny stopped down about 7:15 & we both worked until after 10:30 getting the track laid & fitted to the new gravel. Tested the track & was much pleased to find it all worked OK right off. Had some refreshment about 10:30. Spent the hour out on the layout & tried to determine what arrangement would look best. Finally turned in about 11:30.

12/23/43 THURSDAY:

A clear cold day. Got up about 7:20. Hurried around & at 8:15 I drove over, picked up Edna Orton & drove her down town on my way to the office. She tells me that Dwayne can't get reservation out of California until after the first of the year. He won't be home for Christmas. Had a busy morning at the office. Drove home about 12:00 for lunch - Clem stopped by about 12:45 - I followed him over to City Hospital in Binghamton to see Ken Robinson - he looked very good - but has

had quite a siege of it. His apendix ~~broke~~ broke which complicated things - he has been in the hospital for one month - is coming home to-morrow. Stopped over to Lutbills on my way back & got my News Film for 1943 - also the title I had had an order for about 6 weeks. Stopped back home & put up the Christmas Tree for Mary & the girls to trim this afternoon. Also stopped at De Vendies on my way back to the Office - the boys have the bungalo all assembled. Got back to the Office about 3:00, took my cameras in with me. At 5:00 we had a Christmas Party in Room 202 for the entire Dept. of Education. Charlie Cheney & Toby Crawford helped me with lights & I took one whole roll of movie film. It was a good party - Walt Cobley was Santa Claus - pulled some gags on a few of us & especially me - giving a distorted account of our episode with "Wine Women & Song". Swell refreshments - left for home about 6:30. Put on some old clothes this evening & worked on the train platform. Charles DeVenti & Johnny Smoak stopped over & helped me. Johnny stayed until 10:00 & Charles until ~~11:00~~ 11:30. Mary went down town shopping & to the movies - a cold night - zero at 11:30. Had some ice cream & strawberries before retiring at about 12:10.

12/24/43 FRIDAY:

Clear & not so cold to-day. Got up about 7:00 – Mary drove me down to the Office about 8:30. Called Helen Marie Dunn this morning – she still hasn't located anyone to replace Dave. I mentioned Tom Allis. Had quite a session with Wm & Ray this morning on secondary education & apprentice training in preparation for my talk at Syracuse. Had lunch at the cafeteria with Ray. After lunch I went over to see Don Sweet with Ray – Don has been home sick with the grippe several days. Ray & I got up Don's Xmas tree for him. When I got back I met John Kaplon & Homer Bookstaver on their way to cafeteria – I went in with them & discussed Job Relations Training for the Washington Plant. Got a wire from – a Mr. Sam. T. Cramblet as follows "State Vocational Association Medallion awarded your president Thomas J. Watson who advises unable to attend banquet Hotel Syracuse Wednesday evening Dec. 29th. As you are on program Tuesday can you stay over to receive Medallion for Watson wire reply." – My reply – "Retel it will

be a pleasure to accept the State Vocational Association Medallion for our president Mr. Thomas J. Watson Wednesday evening at Hotel Syracuse. Mary stopped by the Office about 3:15 - she had Edna with her. I drove them home, stopped at our house first as Mary had left the children here alone since 12:30. Took Edna home & then stopped back at the house. Charles DeVentis came & I put him to work on the train platform. I wrapped some packages for Christmas. Mrs. R. called from the Office & said Jim at Stickley called to say he had my color film. About 4:30 I drove back to the office - found Mr. Cullagh wanted to see me. Went over & found Mr. had the rechoactive check on Ray's increase but on checking up on the amount found that it was more than the allowable 15% increase in the past calendar year which caused Mr. to insist it be changed. See! I hoped to give it to Ray before Christmas. Stopped down town did some shopping & got my film. Saw Mr. & Mrs. DeVentis doing some shopping. Got home about 6:15 - Charles stayed here for dinner - after dinner I put on some old clothes & went to work on the train platform. Charles & I put in a very busy evening.

I wired up most of the homes, all those that hadn't been wired — also wired the switches. Charles fastened the track down. We also wired the station controls. About 11:00 we had a bite to eat. Charles left about 11:30. I set up my lights and took a couple of color slides after Santa Claus had put all the presents in place. Boy! What a busy evening. To-bed 12:45.

12/25/43 SATURDAY

CHRISTMAS DAY (A dull stormy day)

Saturday: Got up at 8:00 — I was surprised Barbara & Mary Lou hadn't awaken us before. I took pictures, "Movie" of them dashing down the stairs to see what Santa Claus had left them. Boy! They sure were excited. Took some color movies of them opening their presents — Santa sure was good to them. He was good to Mary & I too — I got a swell new pocket book & many little useful presents. The kids were so cute. About 11:00 Charles & Reyn DeVarie stopped over — to run the train of course. They rode down to the Hotel Fredrick with me at 12:30 to get the turkey. Francis helped me out to the car with it — only $7.00 for a swell big 12 lb turkey ready for the table.

Boy it sure made the car smell good. Charles, Keys & I could hardly resist stopping and sampling it. Helped Mary get the dinner table all set – I had my lights set-up so I took a few pictures both movies & stills of the Christmas turkey & the family at the table. The turkey was delicious. Helped Mary with the dishes after dinner. About 2:30 Shirley & Sally Quirk stopped down to see Babe & Mary Lou and to see the Christmas set-up. Sally had presents for the girls. A little later Charles, Keys & Robert Deventi arrived – Mr. & Mrs. DeVenti and little Edward had stopped over to the Clemmons so they didn't arrive until later. The boys sure kept the train going strong. I also showed them how to work the double turn table & the amplifier. They got a huge kick out of talking over the speaker. I called Van Borden at the Homestead just after dinner & asked he & Mrs. Van to stop in when they brought Edna & the girls over but they couldn't do it. Edna, Jean & Nancy all had Christmas dinner at the Homestead where Jack Van Borden had about 40 customer engineer boys who couldn't get home for Christmas. Edna & the girls stopped in about 4:30 – The rest of the DeVenti's arrived about 5:00. Boy we sure had a full

home. Showed the kids some of my movies, they sure enjoyed them. However, I believe of everything they liked the train the best. They all took home eyes, even little Edward. It sure did me good to see them have a good time. What a lot of noise they made on the loud speaker - all seemed to enjoy singing in it. Mary fixed some turkey sandwiches & tea - had sandwiches, brownies & tea & milk for all. After that was over I set up my large screen & showed several of my movie films. The children seemed to enjoy them so much - wanted me to keep going on & on. Edna & Jane wanted to stay up to Kirks for awhile so I drove them up. The Mc Cullochs brought them back about 9:00. Mr. & Grace stopped in for awhile. They had their turn at viewing the train. They took Edna, Jane & Nancy home. About the De Vries home about 9:45 - they had walked on. The boys got quite a kick out of my car - wanted me to try the spot light & air horn. They sure a good bunch of kids. I congratulated both Mr. & Mrs. De Vries on their lovely family. Helped Mary with the dishes when I got home - a lot of them to

clean up - also helped her put the house to rights. The kids and I had it up side down. We both felt very happy about having helped the children have a really Merry Christmas. I sure enjoyed seeing them have such a good time. Read the Life Magazine & turned in about 12:00. Boy was I tired.

12/26/43 SUNDAY:

A dull stormy day. Got up about 9:00. Played some with Babe & Mary Lou & fooled around with the train outfit this morning. I cleaned & lubricated the train & cleaned the track. Johnny stopped in to see the train outfit. About 12:00 I drove down town, got the papers for ourselves & Arkies' also some bread & milk for Mary. After dinner I called Clem & arranged to go over about 2:00. Helped Mary with the dishes & finally got things all cleaned up & ready to leave about 2.45 - drove over to Clemons. Met Fannie Aunt Carrie & her two cousins who are visiting them from Georgia. Called Mrs. Atkinson & found Jack & Winnie and Bill & Bea were up from N.T. Asked them to stop over on their way out - Mary wanted to call in Eden so we hurried on over there about 3:30. Left

Babs at Clemons - Clem, Ramie & the two cousins also drove over to Orton. It was a very rainy afternoon. Edna had some tea & cookies for us. I called Mrs. Atherton about 4:25 & found Jack & the gang from N.Y. had already left & were probably at our home so Mary & I dashed ff. I was surprised to find that the rain was freezing making everything a glare of ice. I was just barely able to get home & into our drive. We just caught Jack driving up Country Club Rd. after leaving our place. They followed us back to the home. I was able to talk them into coming in the home - Jack said he was going to stay up for the night & I sure don't blame him with everything a glare of ice. Little Honey was also with them. I called Clemons & told Barbara to come home, also called Orton & told Edna about the ice & advised Clem leaving right away also to bring Mary Lou with him. Both Babs & Mary Lou feel getting into the home, Mary Lou broke her wrist doll. Clem stopped in & met the folks. We had a nice visit with Jack, Ramie, Bill, Bea & Honey - they all liked the train very much. They left about 5:30 to return to the [illegible]

farm. Mary & I took the ashes out before it got dark - did a lot of sliding around on the ice, but didn't fall down. After dinner I sent up my light & took several color slides of Babs, Mary-Lou & the train set up. Finished up the color film I had in my Leica. Poor little Mary forgot so hard she could barely take it. Helped Mary clean up the house & then spent the rest of the evening here in my study - did some work on my speech for Syracuse. To-bed 11:30.

12/27/43 MONDAY:

A messy day to say the least. Got up about 7:30 was surprised & much pleased to find the IBM Man had got under in our drive. The roads are very icy but still sanded so I didn't have any trouble - stopped down to the post office before going to the Office. Went over to see Charlie Kirk about the Syracuse Meeting - he is going to be there on Wednesday to receive the Medalion for Mr. Watson. He wants to ride home with Mac, Ray & I Wednesday night. Also saw Bill Lewis this morning - he mentioned they are going to appoint 15 or 20 new foremen & want them to receive a concentrated course on foremen training. This is to begin in a week

or two & will be the first step of putting into effect the new system Bill has elected to — Clem asked me to go to lunch with he & his friends — he had Lennie, his Aunt Lucy & her two daughters down to see the school and took them to the cafeteria for lunch about 1:15. This afternoon I had Ray & Mac stop in & we finished off the speech for Syracuse — boy it should be good. Mac & Ray gave me some good ideas. There was a Forensic Meeting at 5:00 Bill Kerr conducted the meeting — announced that there would not be any meetings of dept groups or Human Relations as was discussed by Mr. Rich in previous Forensic Meeting. Instead there will be an explanation of it in regards Business Machines. Bill, Ey, & Bert Kintner all spoke to the Forensic on costs. It seems that costs all still high — boy the Forensic are taking a beating on that score. I sat in on Mike Hayes Practical Psychology class at 4:00. It was very interesting. Mac rode home with me about 6:20 — stopped for ice cream. Grabbed supper in a hurry & then rushed back to the garage to get the car gassed up for trip to Syracuse tomorrow. Stopped by the hotel & left the grail & proceed for the turkey

gravely; Also stopped at the little meat shop & bought my 1944 license. (Asked for same Number W331) Spent the evening fixing over my suitcase for Syracuse. Mary didn't feel well so she retired early - about 9:00. - To-bed 11:00.

12/28/43 TUESDAY:

Got up at 6:00 - dressed & packed my suit case - At 7:15 I drove down & picked up Mr. Alcon at his home - then stopped at Keene in Bay. where we met Ray Jarvis & Carlton Enright. It was a cold morning but fortunately the ice had melted off the road Yesterday and we found the driving very good. It turned out to be a dull cold cloudy morning - doesn't get day-light until well after 8:15. Made good time got into Syracuse about 9:30. Checked in at the Hotel Syracuse - called Dick Gorman & found that he had made reservation for Alton so I had Ray & Carlton take it. Mr. & I roomed together. Went to a session in Parlor D at 10:15 - The first session of the N.Y. State Vocational and Practical Arts Association. At 12:00 Ray, Mr. & I had lunch in the Coffee Shop - met Mr. Ramey & he ate with us. After lunch I got a hair cut. Received a telegram from Mr. Alcon sent Mrs. John stating she was sending a copy of Dewey's remarks for his talk to-morrow & a letter for Mr. Crabbe, by Greyhound Bus - arriving here at 4:54. I called Dr. Lilley's office & found they had received a copy of the manuscript & that Mr.

Bartlett, head of their Radio Division and Extension Program at Syracuse U., would read it. At 2:00 Mac & I walked over to the Central High School where we attended a session on Pre-vocational Training & Apprentice Training. I got a few good points for my talk to-night. I stayed at the session to the Commencement Address & Mr. Hoff & Mr. Crafts. They covered many of the points which I had planned to present in my talk this evening. I returned to the room about 4:00 & laid down for a rest. Mac left the Bergland Bus & came in about 5:20 - while we ate. Both cleaned up & at 6:00 we left Roy and went up to Parlor E for the dinner meeting. I was much surprised to find it was a very small room & no speakers table, just 8 or 9 round tables. Met Mr. Crafts who had invited me to speak - also the other speakers, Mr. J. A. Hagen, Superintendent of Training, Carborundum Co. & Mr. John Williams, Apprentice Supervisor, Gleason Works, Rochester N.Y. - The main speaker of the dinner meeting was Mr. Otto Winter, Chairman of the Educational Committee of the American Society of Tool Engineers. I was very much disappointed in the whole set-up. We took a round table in the corner of the room as the speakers table. The Evening Session continued right on there following the Dinner Session - Mr. Winter gave a long talk & stole much of my thunder. Fortunately however I had outlined my talk & I was the first

speaker on the evening program. I gave my talk as I had planned it with the exception I quoting either Wm. Croft or Wm. Winter on the points they had also mentioned. I felt quite at ease despite the fact there was no lectern & the light was such you couldn't read your notes anyway. I think it is an insult to ask a speaker to talk under those conditions. Both Wm. Hagan & Wm. Williams who followed me read their talks and simply gave a story of their own training program - didn't hit the topic at all. Therefore, by comparison, my talk was certainly the best one. Ray & Mac said that was their feeling & also that of those who sat near them in the meeting. In the discussion which followed - Stiller of the State Committee or Apprenticeship shut his mouth off & got all steamed up. The Apprenticeship Committee were all represented, Stiles, Green & Duffin were all there. Geo. Morgan of Always stopped in to hear my talk - I saw Geo. after the meeting & bedded him a bit about not taking any of my points as personal. Meeting lasted until 10:45. Came up to the room with Ray & Mac. We discussed the meeting briefly - they both thought I did a good job. I felt quite satisfied with the whole situation. Mac & I turned in about 11:30.

12/29/43 WEDNESDAY:

Mac woke me up about 7:30-0. Hurried around to met Ray & Carlton in the Coffee Shop for breakfast about 8:15. Mac & I missed them & went on with our breakfast. A very cold morning. Stopped over to the parking lot on our way to the Central High School. Wanted to warm up the motor. Found someone had stolen one of my rear hub caps. Attended the Joint Meeting with Assoc. Secondary School Principals. Mr. Carlton talk was first & Mr Bartlett did an excellent job reading it - it was an excellent speech - like Mr Carlton but - but it lacked the real personality & punch that only Carlton himself can give - Topic was "Strategy for Post War Schools" - It was a good session - several good talks on the Post War School Problem. Returned to the Hotel at 12:00 - met Ray and he ate with Mac & I - came up to the room after lunch. I called Larry Siegfried at his home - About 2:00 I drove out to his home & left the 2 copies of Precision Measurement I had gotten from Blue Print. Stopped back to the Ranch phone & learned a new hub cap would cost me 2 bucks. At 3:00 I went over to the Central High School & attended another session - Mac & Ray were there - heard two good talks - more Post War ideas & ideals. Returned to room

at ~~8~~ about 4:15. About 5:00 went down to the lobby - met Charlie Kirk, he had come in from N.Y.C. about 2:30 this afternoon. Introduced Charlie to Dr. Emerson & Mr. Feeney. Mr. Feeney informed us Dr. Wilson returned to Albany sick & that he would have to present the Medallion - wanted some information on our schools so I gave him a resume of our whole Dept. of Education & its development. The dinner started at 7:00 - Mr. Sam Crumblet ~~the~~ president of the association had me sit at the speakers table - I ~~did~~ led the procession as we marched in. I sat next to Mr. Johnson of Rochester who was the retiring pres. of the assn. It was a nice dinner, but a small group - only about 60. Crumblet introduced both Mac & Ray as well as myself. Feeney did a good job presenting the Medallion & Charlie did his usual fine performance - a really good talk - gave the vocational people something to think about. The main speaker was Dr. Schlesinger of Hunter College who gave an excellent talk. After the dinner I met Mrs. Alvino - Tom's wife also had quite a chat with Bert Fink, Feeney & Green. The people flocked around Charlie so we couldn't get away. Met a Mrs. Brown from Rochester who is in the War Training Activity. Dave Ray & I

the benefit of her experience - couldn't get away from her. Finally returned to our rooms about 12:00. Mac checked out for me & I got the car out of the parking lot. It was right around 12:00 when we left Syracuse for home - tried to get a Syracuse Paper but couldn't find one. Charlie asked me about the training program "Employee Development Program" - I told him Bill Levi had informed me it had all been changed & was to be a foreman proposition. Charlie said it was not changed - so I suggested we get together with Levi & get our thoughts straightened out on it. Charlie said he was too tired to discuss it now so we dropped the subject. The roads were good - made good time - took Ray on to his home in Binghamton, dropped Mac at his home & got Charlie home about 2:15. A very cold night - down near zero. To-bed 2:30

12/30/43 THURSDAY:

A cold morning - to work at 9:30 - left car at Union Garage to have speedometer cable lubricated. Called Dick Berman this morning for Syracuse Papers on The Evolution. Went over to see Bill Levi - no education session for foremen as had hoped - Bill said we had to start

a Foreman Training Program monday for a group of new Foremen. Boy we will have to move fast - decided I would not leave for N.Y. this weekend. Stopped over to cafeteria for lunch with Van & the boys at 12:10 - couldn't wait - line too long - At 12:25 I drove boy back to Union Garage - then drove on over to Johnson City to the Buick Garage - got a new Hub Cap for the car. Stopped at home for some lunch. Worked with Mac this afternoon on outline for the Foreman Training Program. At 4:00 I sat in on Cy McElwain's Ind. Organization session. He gave a good talk. About 4:30 I went over to Personnel Dept. also over to see Herb Swan about helping in the Foreman Sessions. (It was the first I had used my new Green Badge "Fully Qualified") Finally got with Bud Austin & Blackwell about 6:30 to go over material on Personnel Procedures for Foreman's Manual. Discussion continued until about 7:30 - Bob mentioned there was a line on from Headquarters in N.Y.C. to cut down on time taken off by executives so I immediately gave up all ideas I still had of going to N.Y. this weekend. Drove home about 8:00 - Mary had some soup for me & a sandwich. I called Dad & told him we wouldn't be down. She need

quite disappointed. Dad has been sick in bed with a bad cold - still didn't sound good. About 8:45 Mary & I drove over to Johnson City to Frank Rinden's. They had a little party - Hayes, Coltons, Dalton & ourselves. Frank's little train layout ~~was~~ under the tree looked swell - his tiny revolving tree lights worked swell. Frank showed us his shop & demonstrated his electronic equipment. He sure is a clever fellow. His wife had a regular supper practically for us about 11:15. I showed the group the pictures of the Christmas Party that came back to-day. They looked fairly good. Came home about 12:10 - Joyce was here with the children. To-bed 12:30.

12/31/43 FRIDAY:

Mary drove me to work about 9:00. Mac & I spent most all morning developing the outline for the Foreman Manual or rather the Foreman Training Program for next week. Boy it seemed pretty hopeless at first to ever get the material ready by Monday. Hell. Mac had some good ideas on it & I told him he would have to line the thing up & carry them in mind & it as he was our man on Supervisory Training. I believe Mac could do a good job

if he only thought he could do so. I fired Duke Davis to-day - he had shirked his duties again while Ray & I were in Syracuse last Tuesday & Wednesday. Ray & I took Duke up to Alton's Office about 2:30 where we could have some privacy. I told Duke the sad news & explained the reasons - which he knew well enough anyway. He indicated he should have a transfer but I told him again I couldn't recommend him for a transfer. Duke left at 3:00. Spent the rest of the afternoon working with Mac on the outline & material for Foreman Training Program. Got a ride home with Clem at 5:30. Called Edna & asked her to go along with us on the New Years Eve dinner party. Mary had called the Barn & reserved a table for 10. We joined with Clem & Lonie and the Austins, Bud, Mary, her two sisters Arline & Grace, and young Bob for dinner at the Barn about 8:00. Had a swell steak dinner - good food. Returned to our house about 10:30. Had a demonstration of the train our fit for the folks. Showed movies of the Christmas Party at the School - treated on Apricot Cordial - saw the old year out & the new year in all gathered in the

living room listening to the radio - very calm & quiet but many sincere Happy New Years by all. About 1:15 we all went up to the Austin, Bob wanted me to see his train outfit. His locomotive was out of order so he took mine to run on his tractor. He has a nice set-up - runs the full length of the living room. Not much equipment however. About 2:00 I drove Mary home & then I drove Edna down to Endwell Church to get Jean who was attending a party there. Found her just leaving the church. Boy Edna sure was babying her! I don't blame her however not wanting her to walk home at that hour of the night. Home & to-bed about 2:30.